

ADM.
RARY

Sales management

MAY

SALES
MANAGEMENT

How Otto-Pahlk

Staged Cash-Flow

Department Stores

What the Company's

Upstream Write

Officer Report?

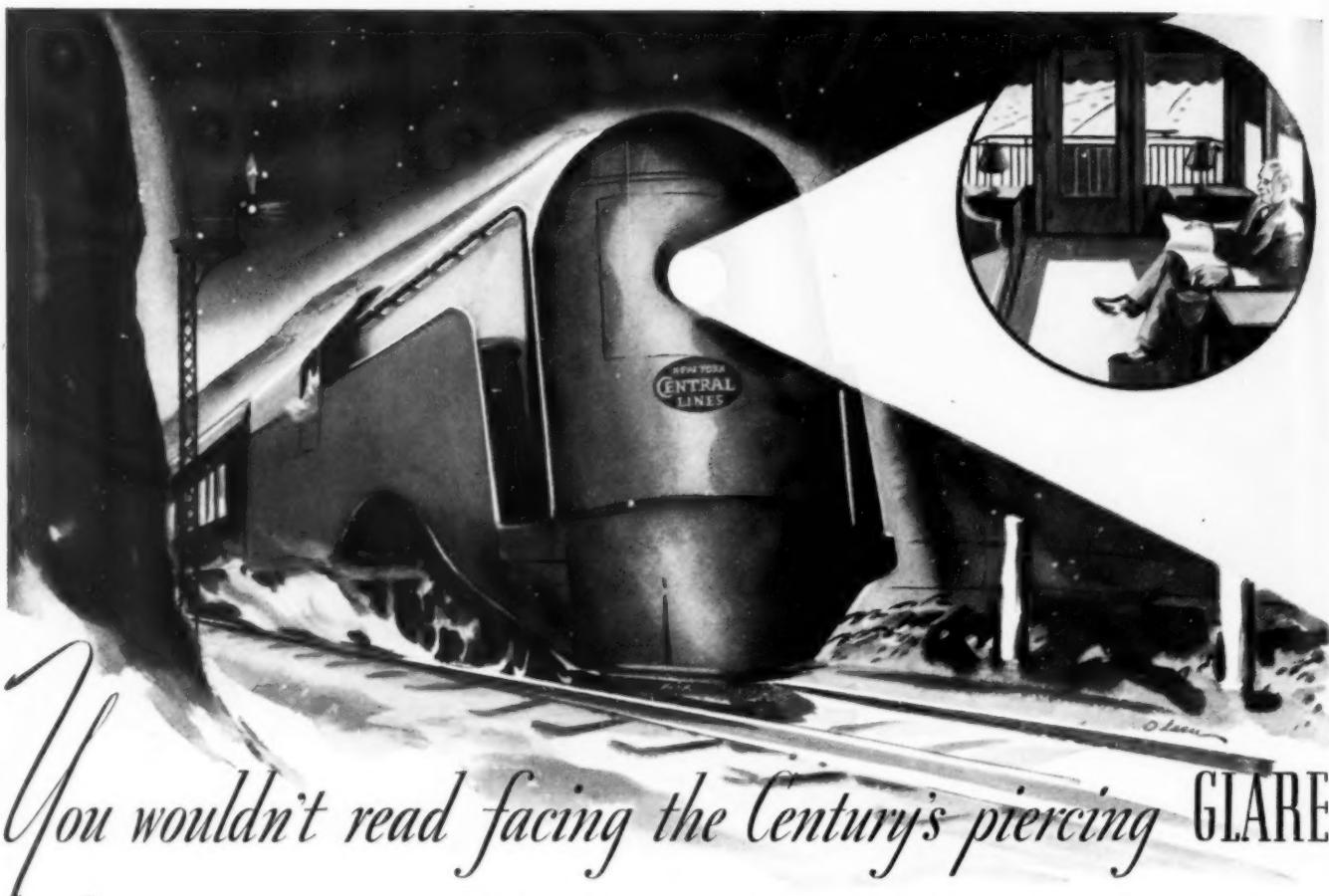
How American Coffee

Reform About Company

Redemption Plans

THE MAGAZINE OF MODERN

MARKETING



If you wouldn't read facing the Century's piercing GLARE

STRONG lights make weak eyes. Lighting engineers know this only too well and in the past quarter century have made many improvements in home and office illumination. Indirect lighting, where the room is evenly flooded with a soft brilliance, is the modern answer to eye fatigue and frequently resulting headache. In step with the advancement made by illuminating engineers, the Kimberly-Clark Corporation has perfected a new neutral white for printing paper which has received wide academic approval.

MINIMIZES REFLECTION

Reflected light, whether from the headlight of a locomotive, or the automobile behind you throwing its rays on your windshield, can be temporarily blinding. In a lesser degree the reflection from a page of printed matter is reflected into your eyes. Kleerfect and Hyfect are two printing papers which are scientifically correct, not only because of their mellow whiteness but also because of their

non-glare surface. Printers and publishers of magazines, catalogs, booklets, package enclosures, etcetera, find in Kleerfect's and Hyfect's color and surface a perfect background for the reproduction of either elaborate color plates or simple black and white halftones. And typematter, of course, is more pleasing to the eyes.

OTHER FEATURES YOU'LL LIKE

Ink affinity—just the proper amount of absorption; both sides alike—wire side and felt side the same for all practical purposes; strength to withstand the high speed of modern presses; and opacity are also features of Kleerfect and Hyfect. Your printer can tell you more about the desirability of these two printing papers or if you will write our advertising department in Chicago we will send you reproductions of this advertisement, and other specimens printed on Kleerfect and Hyfect, which will show you what you can expect with these papers.

KIMBERLY-CLARK CORPORATION
ESTABLISHED 1872

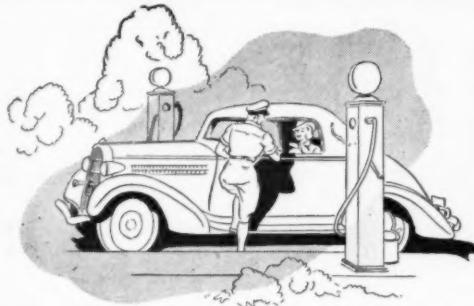
Kleerfect kind to your eyes *Hyfect*

THE PERFECT PRINTING PAPER

NEENAH, WISCONSIN
CHICAGO • 8 SOUTH MICHIGAN AVENUE
NEW YORK • 128 EAST 42ND STREET
LOS ANGELES • 510 WEST SIXTH STREET

ALL-PURPOSE BOOK PAPER

Would You LIKE TO KNOW WHAT 2,000,000 FAMILIES BUY EACH YEAR . . FROM HOUSEHOLD AND GENERAL ADVERTISERS?



HOW would you like to listen in, when 2,000,000 families discuss their buying plans for the coming year? More than that, how would you like to *influence* the spending of the money, which these 2,000,000 families lay out each year, for articles other than foods and medical or cosmetic supplies?

The second section of the monumental Fawcett Survey will soon be off the press. It takes you into the intimate family buying councils of two million families which you may not be influencing at this time.

This two-million family group is composed mainly of young wives, their husbands and their babies. The balance of it is made up of those families in which young women, wage-earners, wield a powerful influence over purchases.

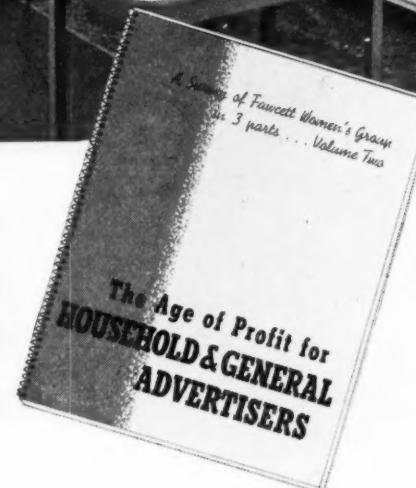
80 per cent of these young women either spend, or influence the spending of, family incomes of \$3,000 a year or less.

The Fawcett Survey makes this important young-women market an open book indeed for you. It is an eye-opener, too—for makers of everything from Turkish towels and household cleansers to automobile tires and electric kitchen aids.

Here is a complete, easy-to-read tabulation of the buying habits of one-fifteenth of America's families. See in cold figures what they buy from you—and what they *might* buy from you if you told them of what you have to sell. Reserve your copy of "The Age of Profit for Household and General Advertisers" today. Address the nearest Fawcett Women's Group Office.



**Send for this Book
of Facts Regarding
these 2,000,000
Women of Longest
Buying Life!**



This second division of "The Age of Profit" gives you a detailed analysis of one of the most important sections of your market—the section comprised of young women averaging 25.5 years of age. These are the prospects who are entering into their most important period for you. Unlike older women, the members of this group haven't made all of their purchases yet. They have not yet formed hard and

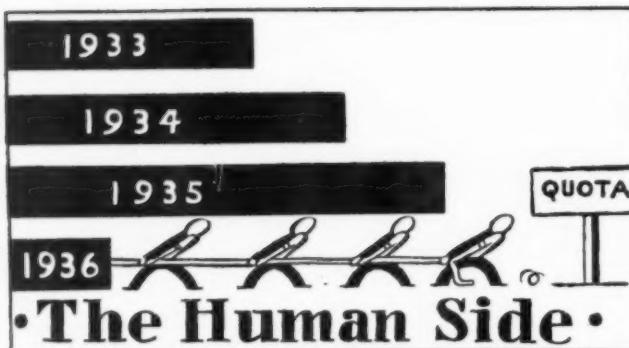
fast preferences for household cleaners—furniture polishes—brands of gasoline. Find out how they buy now—and learn, too, how to influence the crystallizing of these women's buying habits. Learn now what they buy—whom they buy from—and what it is worth to win them to the habit of buying from *you*. This book is free—reserve it now without obligation.

Fawcett Women's Group

Screen Book • Screen Play • Motion Picture • Movie Classic • Hollywood True Confessions • Romantic Stories • Romantic Movie Stories

FAWCETT PUBLICATIONS

1501 Broadway, Paramount Bldg., New York • 360 N. Michigan Ave., Chicago
Fawcett Bldg., Greenwich, Conn. • Simpson-Reilly, 1014 Russ Bldg., San Francisco
Simpson-Reilly, 536 S. Hill St., Los Angeles



When It Rains It Pours

It happened in Kansas City. And all because a salesman for the telephone classified directory had an everyday idea for a little new business.

Said he to his sales manager: "Let's put in a new heading—'Stickers'—and maybe I can sell listings to printers who make stickers." So it was done, and he promptly sold a printer.

When the next directory came out the printer had absolutely no rush of calls for stickers . . . not even one. But a week or so later it rained. Then the bell began to ring. And how! Strangers wanted *stickers*. However, a glance at the new directory told the story: In spite of all proofreading precautions a typographical error had crept into the book. As long as it rained the slicker calls kept coming. And he was hooked for six months of it until a new book could be issued!

He didn't get mad and chop out his telephone. Instead he called up a mill and bought a supply of slickers. This printer became a city slicker distributor on the side. And it paid.

Moral: To him that hath wits it shall be given.

Job-Finder's Party

When the prospect buys the salesman's lunch, that's unusual. When a group of prominent prospects and customers get together to buy a salesman a very special lunch, that ought to be news. And that is what happened at Jack & Louis' restaurant in New York last Tuesday. About 80 advertising people—mostly advertiser and agency executives—met to honor Ralph Neave.

Mr. Neave for ten years has been an advertising salesman for *Cosmopolitan Magazine*. (He had been with *Cosmopolitan* previously for five years.) Like other hard-working people, salesmen must have hobbies to divert themselves at spare moments. While other salesmen went in for golf or boating, however, Ralph Neave developed the hobby of finding jobs for people.

For years—weekends and otherwise on his own time—he followed his hobby. More and more job-seekers began to hear of him, as did more and more people (though not so many!) who had jobs available. Ralph Neave became increasingly expert in bringing them together.

He did it originally, and he has kept doing it, John R. Buckley, business manager of *Cosmopolitan*, told SM, not because there was any profit in it for him, but because he got more satisfaction out of helping people than he could have had from golf.

He did not let his heart sway his head too much, though. He went about his unpaid job systematically. Although he would send out hundreds of letters for an applicant, the recipients had to be fairly definite prospects for the type of qualifications and experience the applicant had to offer. Mr. Neave personally checked on his references. Although he does not pretend to be a "psychologist," he became increasingly adept at finding people who would "fit." He tried to help them "fit."

Because his own vocational contacts are with agencies and advertisers, it followed, of course, that most of his avocational work was done among them. But he has placed scores of people in positions not directly connected with the advertising business—some of them with companies which do not advertise at all.

During the depression, the work of Mr. Neave's unofficial employment agency expanded too rapidly, Mr. Buckley said. He had to "pull in his horns a bit." But he is still doing all that he can. Some of the other *Cosmopolitan* people are helping him. So are an ever-widening group of friends.

More than a year ago, S. E. Van Wie, advertising manager of R. B. Davis Co., Hoboken, suggested that advertising people get together to "recognize" Mr. Neave's work. "We first thought we'd give him a present to take along with him on a trip to Bermuda," Mr. Van Wie explained. "Then it seemed to us he would appreciate it more if we were to get behind him more definitely in the work he is doing. Unemployment is a serious problem in advertising, as in other fields. Its solution is every man's problem."

At the luncheon last Tuesday Mr. Van Wie, as chairman of the committee in charge, and other speakers, urged a "Nation-wide Ralph Neave Organization" to tackle it.

Much of the preliminary work for the gathering and the tentative program was done by George Rumage of the *Instructor Magazine*. With Mr. Van Wie on the committee were Frank Lawrence and Ben Duffy of Batten, Barton, Durstine & Osborn. James Mathes of J. M. Mathes, Inc., Arthur Kudner of Arthur Kudner, Inc., and Frank Hubbard, of Kimball, Hubbard & Powel.

Harford Powel estimated recently that the number of people Ralph Neave has placed in jobs is well over 800. And Sidney Edlund, president of Life Savers, Inc., pointed out:

"His hobby costs him a small fortune for stamps alone. He sets aside Saturday a.m. for interviewing fellows who need help, and usually his Sundays are devoted to writing letters and trying to develop leads for jobs."

"Every Monday evening from 7 to 10 p.m. in the *Cosmopolitan* library, the Man Marketing Clinic is free to those who wish a little friendly . . . advice in letter writing, building portfolios and obtaining effective 'exposure.'"

Such an example in these parlous times, believe the advertising men who sat down to drink to Ralph Neave's health, is worth developing.

Some of them in fact owe their present quite substantial positions to Ralph Neave's hobby of sitting up nights for them.

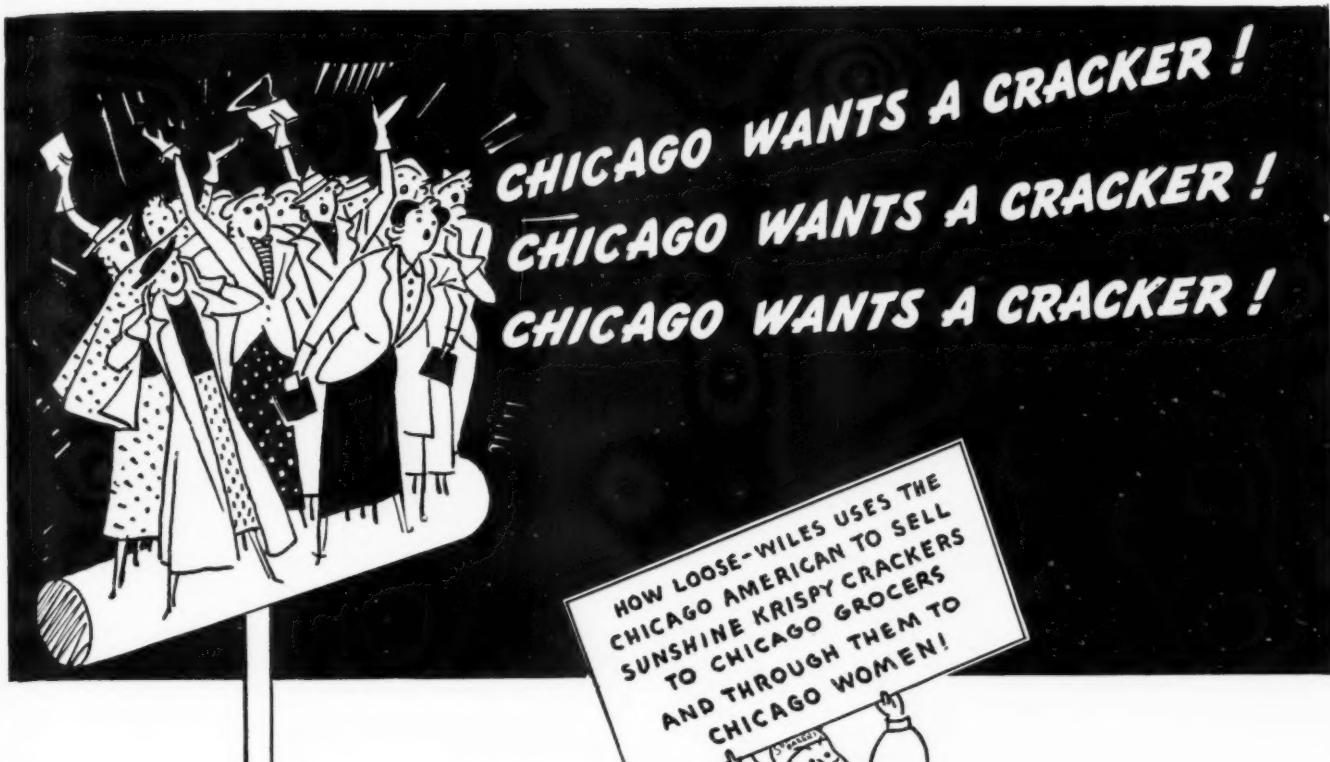
Secrets of the Deep

"Encouraged by the reception accorded our first volume, 'Secrets of the Deep,' the publishers of that opus have prepared Vol. II. . . . As a result of reading (the first volume) 274 men lost their boats through shipwreck of one sort or another, 392 were expelled or requested to resign from their clubs, and 73 were treated for serious injuries inflicted either by their acquaintances or by their own mistakes. On with the work so bravely started, say we," reads the foreword to Volume II, just issued by Penola, Inc., Standard Oil subsidiary.

Demand from yachting and motor boat enthusiasts required printing 75,000 copies of the first volume. This sequel like the original is written by Old Captain Taylor (otherwise William H. Taylor, yachting editor of the New York *Herald-Tribune*) and has the same slightly insane illustrator, "Dr. Seuss." It contains hearty, free-and-easy advice on such nautical questions as "Naming the Boat"; "Outboard—Blessing or Menace?"; "Flag Signals"; "Motor Diseases, Their Diagnosis and Dosage." A few well-chosen words about the virtues of Essomarine lubricants are also included.

(Continued on page 664)

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month, and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. May 1, 1936. Volume XXXVIII. No. 10.



The Loose-Wiles Biscuit Company demands long-pull prestige and immediate sales from advertising. This combination of building for tomorrow while you sell today requires sharp selling mediums, smashing attacks, and close merchandising tie-ups with dealers. So newspapers are more important than ever to Loose-Wiles, and 4-color newspaper reproduction is an all-powerful weapon.

In Chicago, Loose-Wiles with 4-color pages in the Chicago American Saturday Home Magazine gets action and prestige for Sunshine Krispy Crackers. For example, a 4-color page features Sunshine Krispy Crackers as the ideal food with your favorite soup. Advance reprints go to the trade who are acquainted by Loose-Wiles salesmen and merchandising representatives of the Chicago American with the advertising and merchandis-

ing program. The results are spectacular. 100% co-operation from Chicago's finest grocery stores, with window and counter displays showing Krispy Crackers with favorite soups.

On doors, reprints of the 4-color advertisement. What happens? 1936 sales of Krispy Crackers in Chicago show handsome increase over 1935. And so the program continues monthly, featuring Krispy Crackers with other foods. Success for Loose-Wiles. Ditto for other manufacturers. For the planning is thorough, the merchandising efficiently organized, and powerful 4-color pages in the American bring the customers in!

Let us tell you more about successful methods for attacking the Chicago market. Just write or phone the nearest Hearst International Advertising Service office, and our representative will call.

CHICAGO AMERICAN

.... a good newspaper

National Representatives: Hearst International Advertising Service, Rodney E. Boone, General Manager



SALES management

Vol. XXXVIII. No. 10

May 1, 1936

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Extracts culled at random from the work will illustrate its style:

"If you are a married man, it is fairly safe to name a boat after your wife, as you won't have to change the name any oftener than you change wives, which is more or less up to you. You must be diplomatic, however, in selecting a boat to name after your wife. If it's slow, or tubby, or in the habit of not getting home nights, the least you can be accused of is paying your wife a back-handed compliment."

In the chapter "How to Untie Knots" Captain Taylor quite properly points out that "not the tying but the untying of knots is what needs a good deal of attention. . . . One of the most interesting knots to untie is the knot with which you made your boat fast to the pier at low water, completely forgetting that it would be high tide when you would want to untie it. This knot is generally three or four feet under water when you come to cast off, and for some reason or other it generally happens to be after nightfall."

"The first step is to reach as far down the spile as you can from the dinghy. After herculean efforts you will manage to untie the rope you find there, and will just about get back aboard your boat when a howl of rage arises from the next boat to yours, whose line you have untied instead of your own. Your own being still farther down, there is no chance of reaching it from the dinghy so you prod around with a boat hook from five to 15 minutes, depending on your stock of patience. Nothing comes of this, but it is an inevitable part of the routine. As a final step two alternatives offer. You can dive overboard and untie your line, getting a mouthful of salt water and several barnacle cuts in the process, or you can cast off the other end of the line from the boat and kiss it goodby. Next time maybe you'll remember to make fast above the high water mark. . . . Untying knots is one job around a boat in which Essomarine lubricants won't do a doggoned thing for you."

For the instruction of landlubbers selections from a Nautical Dictionary are appended with such definitions as: "Race Committee—a small body of men entirely surrounded by complaints. Log—The book in which the yachtsman preserves for posterity the errors he makes in his navigation. Watch Below—Period during which the weary sailor may be able to sleep if the officer in charge of the watch on deck can't think of any excuse for calling all hands."

McCann-Erickson, agents for Essomarine oils and greases, believe that "Secrets of the Deep" will add to the joys of life afloat and ashore. And, incidentally, help to create grinning good will for Essomarine products.

"What Is an Equiowan?"

For a week readers of Kansas City newspapers found that query popping out at them to baffle and perplex. Then a large space ad explained. "An Equiowan (pronounced Eckwa-I-owan) is a salesman of the Equitable Life Insurance Co. of Iowa—a good man to know."

Admittedly the coined word is hard to spell and pronounce, but the company believes that once it is learned it remains in the memory. A test campaign is being run with "Equiowan" as the focusing point. Kansas City, partly rural, partly urban; Mason City, Iowa, almost entirely rural; and Albany, N. Y., almost entirely urban, are the try-out towns.

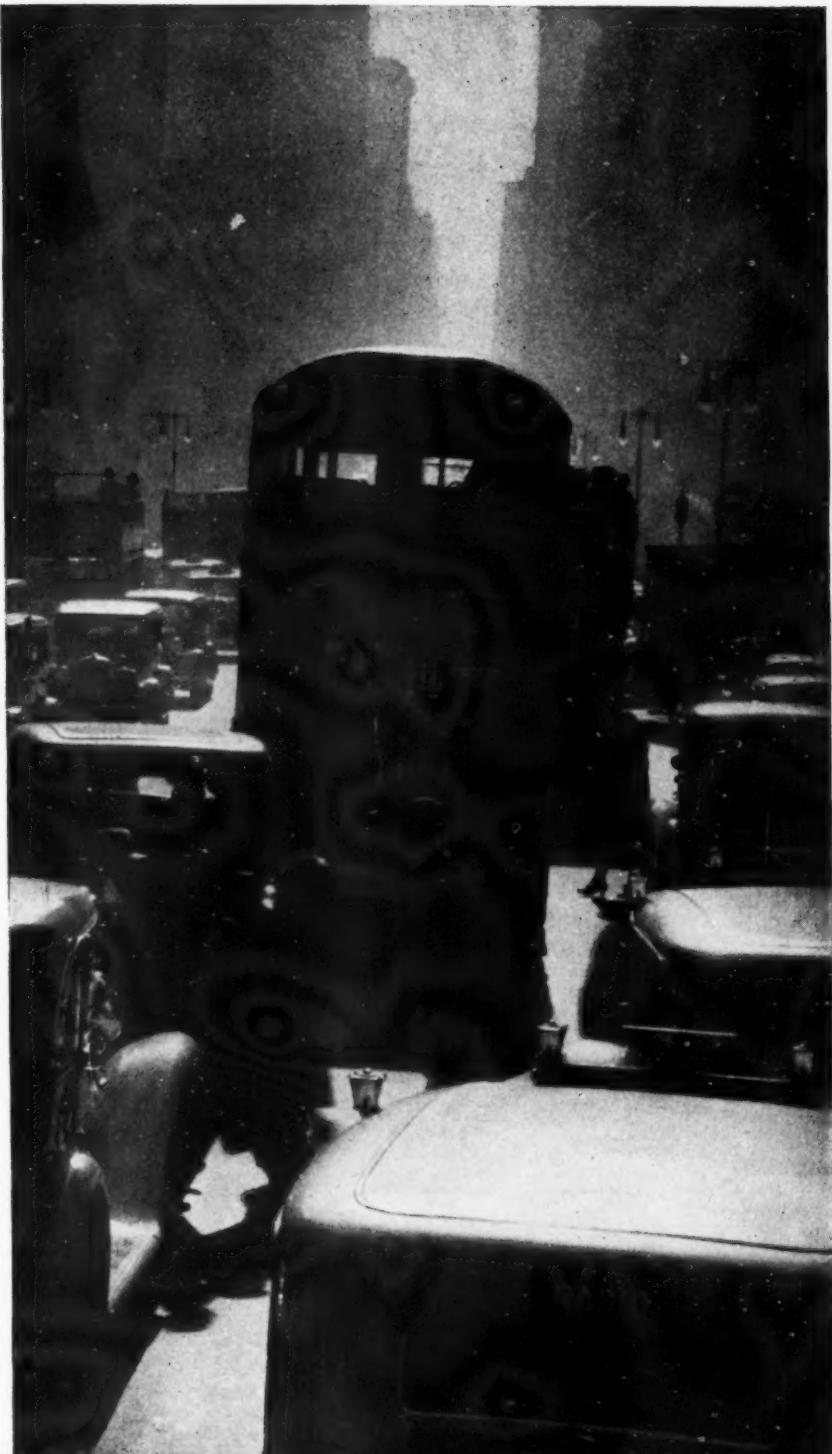
Object of the campaign is to establish Equiowans as "intelligent life insurance men, trained to help you plan a sound financial program." Their calling cards bear only the two words, "An Equiowan." It is a safe bet that a large number of prospects reading those two words for the first time will say to the office boy, "Well, show him in. I dunno what this here Equi-something is, but I'm gonna find out."

A campaign which puts the agent and not the company before the public, especially as distinguished from other insurance salesmen, is bound to gain his heartfelt thanks and foster the spirit of "Now, I'll take off my coat and work like blazes."

NEW YORK IS AN AMERICAN CITY

New York and the New York American are so much alike. As a city, New York is live, energetic, fast moving, modern in its ways of living. As a newspaper, The American is live, energetic, fast moving, modern in its editorial contents. Naturally, The American attracts as its readers the families that are most typical of New York . . . the young, active, modern, spending families.

The American has an unusually strong home appeal. Because of such special features as Prunella Wood's daily Fashion Page, Alice Hughes' daily Shopping Column, Cholly Knickerbocker's daily Society Page, Prudence Penny's daily Food Column and Friday Homemakers' Pages, Ida Jean Kain's daily Beauty Column, Florence Osborn's daily Bridge Column, this newspaper has a large, responsive following among women as well as men. Because this is so, the retail grocers of New York . . . who know New York well and who advertise for quick, tangible results . . . buy more space in The American than in all the other morning and Sunday newspapers combined.



Ewing Galloway

NEW YORK AMERICAN

National Advertising Representatives: PAUL BLOCK and ASSOCIATES

MAY 1, 1936

NEW YORK GROCERS KNOW NEW YORK

RETAIL GROCERS' ADVERTISING

New York Morning and Sunday Newspapers, 1935

Agate Lines

AMERICAN	137,192
TIMES	14,924
HERALD TRIBUNE	24,371
NEWS	63,674
MIRROR	21,780

Source: Media Records

Now, By Undebatable Logic We Come To Incontrovertible Conclusion

Let us first, by way of summation, review the various steps by which these pages have arrived at the conclusion that there is now a vast new market available for the objectives of American manufacturers, and that this all-important factor can be definitely and exclusively tabulated as—The Macfadden Market.

As the first step in this undebatable logic we gave you, many months ago, a statement that Macfadden publications now have the largest voluntary* magazine circulation in the world—a voluntary (free flowing) circulation now in excess of seven million copies with each roll of the Macfadden presses, and a total net paid circulation exceeding eight million.

The next step in this undebatable logic was the statement that practically all of this vast voluntary circulation—the largest in the world—had been created in an absolutely new field, and that little of it had been taken from any other magazine.

True Story Magazine, creating the first folk literature of modern times; the Macfadden Women's Group, responding fundamentally to a basic urge; Liberty Magazine, reflecting the quickened tempo of American life—all were practically exclusive circulations in great new fields.

And every one of the innumerable circulation surveys found this to be so.

* * * *

The next step in our logic was to go to the records of you manufacturers yourselves and show by your own activities that either, as a group of mass producers, you had gone completely out of your minds or that you yourselves were equally inspired by the potential of these vast new markets that have formed the theme of these pages.

By your own records, you show that you are the ones who voluntarily began the raising of wages and shortening of hours in order to make a great mass of employees of America into a participating entity rather than a non-participating commodity.

The next step in the logic of these pages was to show that in these premises and promises you yourselves had at first missed a step in your own logic. You had assumed that higher wages and shorter hours were all that were necessary to make a market.

You found by your experiences of 1921 and 1922 that money and leisure, *of themselves*, did not make a market in the wage-earning brackets, *but merely*

*Voluntary circulation is the number of copies of a magazine that people will buy, issue by issue, if left to their own devices.

provided a wider spread for useless waste. You also found in 1931 and 1932 that money and leisure alone did not make a market in the upper brackets. You who had plenty of money dropped your expenditures almost to the level of absolute necessities.

* * * *

This brought us to the next step in our logic; namely, that in order to create a market, the minds of a people *must be conditioned in their wants and desires to conventional buying-habits of useful goods.* This was distinctly and definitely a Macfadden endeavor.

To this end Macfadden publications have published thousands upon thousands of pages, conditioning the minds of their millions upon millions of readers to the wants and desires for the things that manufacturing America was producing.

How this has been done has been told in other pages. The constant reaffirmation of the faith of Americans in America was no small part of this work. Every story carried the inspiration that such people needed to face life in all its aspects. Stories of problems demanding fortitude, courage, kindness, tolerance; stories of responsibilities assumed and responsibilities met; faith in the soundness of the principles by which people must live and the courage on the basis of these principles to face life.

Finally, that there is this vast new, fallow field is being evidenced, directly or indirectly, on every sales chart in America. Certainly, nobody any longer questions that.

* * * *

Thus, by undebatable logic we come to incontrovertible conclusion: that there is a vast new field for the consumption of American goods; that Macfadden publications have penetrated this field with the largest voluntary (free flowing) circulation in the world; that this circulation is practically exclusive to Macfadden publications; and finally, that Macfadden publications have conditioned the minds of their readers in this field to conventional buying-habits of useful and usable goods, thereby constituting what can be definitely tabulated as—The Macfadden Market. Q. E. D.

It may be added, by way of personal note, that, regardless of the commercial advantages that have automatically followed, we have deemed our job so well worth doing that we cannot think of any other job that we would rather have done. To take millions upon millions of the people of America and help to reaffirm their faith in America, to drive no line of cleavage between class and class but to try to weld this great mass to the idea and the ideal of better living and common understanding, to think always of this great nation as *a nation that must be held happily and hopefully together at all cost*—that is a job in which a lifetime of devotion can find its own reward.



GRAY-O'REILLY

Laboratory Legs

STOCKINGS ARE WORN on legs. Worn, washed, worn, washed, until they are worn out. Average girls, with average shoes, and average garters. But in a few weeks, these girls wear out more pairs of stockings than a single woman would

use in a good many years.

Good Housekeeping's scientific methods are strongly tempered by common sense.

Common sense readers know this—trust Good Housekeeping, trust its advertising pages.

Good Housekeeping

[EVERYWOMAN'S MAGAZINE]

THE Powerhouse

by JIMMY POWERS.

ITEM—Clearwater, Fla., Mar. 30—Brooklyn will hold a dressing room conference before each game to discuss the afternoon's strategy, it was announced by Manager Casey Stengel here today.

* * *

SCENE—Ebbets Field clubhouse. Players are in deshabille. There is an odor of wintergreen liniment and discarded undershirts. The bat boy scurries about bearing livid red, yellow and green bottles of soda pop. The phone rings intermittently. Locker doors rattle and slam. As the curtain rises, Manager Stengel, seated on a bench, front center, is talking.

Stengel: "... and so I say if you out-think 'em, you'll out-score 'em."

Zachary: "More ways than one . . . (sucks teeth) . . . ssumpf to skin a cat."

Stengel: "Feed Terry low and outside. If he crowds the plate, pitch at his head; he'll duck."

Mungo: "Speaking of ducks, I got me some fine mallards this Winter, using No. 4 shot. No. 6's with my choke barrels were too light. Just tickled their rumps."

Stengel (*sweetly*): "How did we fool Ott last time?"

Phelps: "Ott? I saw Ott at a Shrine parade in New Orleans. He wore a red fez."

Stengel (*shrieking*): "How did we fan Ott?"

Phelps (*pouting*): "Slow balled 'im."

Zachary: "Burnt child . . . ssumpf . . . avoids the fire."

(Phone rings. Bat boy answers, points at Lindstrom.)

Stengel: "Now, when Moore comes up I think the left side ought to swing over."

Lindstrom (*into receiver*): "Hello! . . . Take the cotton out of your ears . . . (Lower) Oh, hello, Louise . . . What? . . . Put in two parts Bacardi and one lime . . . Yes . . . Yes . . . Good-by."

(All stare in dead silence as Lindstrom sits down.)

Stengel: "Now, when Moore comes up—"

Phelps (*engrossed in debate with Mungo over the same movie both saw in Tampa*): "... and then Mae West says 'You are my man and I am your woman and throughout eternity we belong to each other—always.' "

Stengel (*screaming*): "WHEN MOORE COMES UP—"

Mungo (*hoarse whisper*): "He says 'A true great love is sacred. No one has the right to come between us—not even a husband,' he says."

Stengel (*cold, desperate*): "When Moore comes up I want the left side over. Bucher, where will you stand for Moore?"

Bucher: "Stand for WHO?"

Zachary: "Anybody gotta toothpick? Somethin' stuck, 'sss 'ight 'ere ma mouth . . . (opens jaw) . . . 'ook 'ight 'ere . . . guggmpff."

Phelps: "Here, take a chew (offers wrinkled paper of tobacco.) 'At'll loosen her up."

Zachary: "Thanks" (stuffs face, expectorates) . . .

Stengel: "Now, listen, fellows, watch Bartell. He takes a cut at the first pitch."

Earnshaw: "Somebody stole my socks! (slams locker). How can a fellow pitch without socks? (turns to Bordagaray and snatches his foot). Look! look, everybody, here they are!"

Bordagaray: "What?... (mock innocence) . . . these?"

Earnshaw (*very Swarthmore*): "If you'll pardon me, Mr. Bordagaray, I want to say that this is not exactly the proper *esprit du corps*. You lack the camaraderie certain gentlemen expect from one another. I repeat, will you remove my haberdashery?"

Bordagaray: "No."

Earnshaw (*shouting*): "Take those damn things off before I bust your damn legs!"

Phelps: "Oh, oh, George swore. He said 'damn'."

Zachary: "My brother married a girl from New Bern. She ALWAYS swore."

Mungo and Phelps (*brightly and in unison*): "Was she a big blonde with freckles?"

Zachary (*ignoring them*): "New Bern ain't a bad town. They got a 9 hole course there. I made it in 47."

Earnshaw: "Mm, my garters, they're gone, too."

Zachary: "I used borrowed clubs. They belonged to a fellow went to school with me. Had his



arm shot off in France. They shot it off clean to the elbow joint . . . pp-tew!"

There is a lull. Stengel sits speechless. Suddenly the boy trips and spills his tray of pop. Then the phone rings, the clock strikes and the cheering of fans is heard as the curtain falls. All exit leaving a dazed figure, his lips working silently. It is Stengel.

* * *

Time—Late afternoon. **Scene**—Same. As the curtain rises the clubhouse boy holds a stock of fresh towels as he talks into the phone.

Boy: "Yes, Miss Louise . . . just about . . . Yes, Ma'am, I'll take a look. (Peers out window) . . . Hello . . . the Dodgers won, 16 to 3."—(CURTAIN)

THE NEWS
NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET, NEW YORK CITY

SALES MANAGEMENT

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending May 1, 1936.

A Recap of the First Quarter

there are for a feeling of confidence that we have really emerged from the Depression:

1. Industrial production in April is estimated at 14% above last year and production in the second quarter is expected to exceed the 1935 level by 12%.
2. Gains are marked in the heavy industries, with steel at 66% of capacity, the highest point since 1930.
3. General Motors unit sales for the first quarter set an all-time record, exceeding even the pre-Depression peak.
4. Orders for machine tools exceed last year by more than 100%.
5. Building contracts in March were 83% above last year.
6. Dividend payments have increased; the New York Times reports a gain over last year of 18%, or \$105,000,000 in dividends paid during the first quarter.
7. Up to this week stock market prices have risen almost steadily for more than a year.
8. Government bonds have risen to the highest price in history.
9. Tax experts estimate that corporation profits this year will be 30% above 1930 and only 29% lower than the all-time peak of 1929.
10. National City Bank records now available for 1,490 corporations show a 49.7% increase in profits in 1935 over 1934. These corporations earned 6.7% on their net worth in 1935 compared with 4.3% in 1934.
11. Consumer buying is considerably above last year as indicated by automobile sales, a 9% rise in department store sales for the first quarter, and the best Easter season in retail stores since 1930.
12. Long distance calls during the first week in April were 19% above last year and the gain in telephones installed was 17,500 compared with 10,000 in the same week last year. In the first quarter Bell Telephone had a net gain of 201,000 telephones as against 113,000 in the 1935 period.

• • • The Federal Treasury has some two billion dollars on deposit with Federal Reserve and member banks. These vast Treasury deposits will be paid out to veterans, and so result in a concentrated expansion of purchasing power. The fact that so much added buying power will be released on the upswing of the business cycle will, it is felt, make it doubly potent.

• • • The New York Times business index has now reached a point only 1.3% below its estimated normal. This is the highest point recorded since January, 1930, when the curve for the first time dipped below the 100 mark. The various components in their chart in terms of percentage of normal are: Freight car loadings, 69.5; steel mill activity, 90.3; electric power production, 114.9; automobile production, 108.0; lumber production, 72.8.

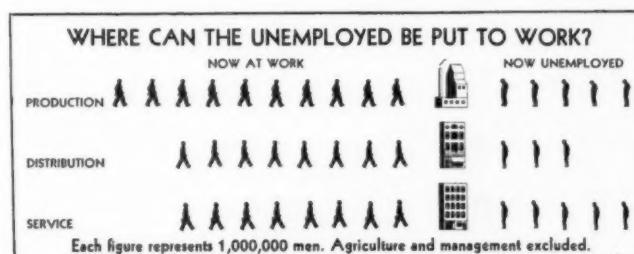
Now that all of the 1935 reports are in and most of the statistical figures for the first quarter, let's see what reasons

• • • The National Federation of Textiles, Inc.—trade association for the silk and rayon industry—has pledged support of the proposed National Textile Act for the control of the textile industry. This action represents one of the few instances in which an organization representing employers has taken a stand in support of a New Deal measure introduced into Congress at the request of organized labor. It represents corporations employing about 125,000 workers. The directors of the Association state that they have found it impossible, since the discontinuance of codes, effectively to control unfair competition within the industry through voluntary agreements.

• • • The silk and rayon association made a survey of 100 mills under the NRA and since the disbanding of that agency, which shows that although production has increased 30%, sales have increased only 9%, with prices dipping from 5% to 7%. At the same time hours of operation have increased 13% employment decreased 13%, and wages fallen 5%.

• • • According to current studies made by Economics Statistics, Inc., the present level of inventories is the most favorable since 1926. Their figures show that the demand index for goods is materially in excess of the new supply.

• • • Be prepared for the pleasant shock of lowered salesmen expense accounts. The Interstate Commerce Commission has refused to postpone the effective date of its recent order that reduces coach passenger fares to two cents a mile and Pullmans to three cents, effective June 2.



According to the American Federation of Labor, whose chart is reproduced above, capacity production would give jobs to all the unemployed at the right of this picture-graph. Their estimates are based on the National Survey of Potential Product Capacity—a survey made by engineers which estimates that, for capacity production, automobiles must increase from 3,286,000 cars to 4,937,000; clothing from 609,427,000 outer garments to 1,195,700,000; home building from 90,000 to 723,000; health services from \$3,257,000,000 worth to \$5,111,000,000. In addition to these, a program for adequate living standards would increase production of foods on farms by 44%, make large increases in various goods for personal use, raise recreation services more than 100% and double educational opportunities several times over. The A. F. of L. quite naturally draws the conclusion that the army of unemployed cannot be put to work unless hours are shortened.

Business Conditions by Cities

portant cities by the yardstick of the dollar volume of checks cashed. According to this index the following cities are 20% or more better off than they were a year ago:

• • • Boston, Mass., 23.7; Hartford, Conn., 20.2; New York City, 23.5; Cleveland, Ohio, 21.5; Dayton, Ohio, 21.3; Toledo, Ohio, 24.5; Youngstown, Ohio, 57.5; Evansville, Ind., 36.6; Gary, Ind., 27.8; South Bend, Ind., 24.8; Chicago, Ill., 20.6; Decatur, Ill., 28.2; Peoria, Ill., 35.2; Battle Creek, Mich., 21.8; Flint, Mich., 38.5; Kalamazoo, Mich., 26.2; Saginaw, Mich., 24.9; Sheboygan, Wis., 31.4.

• • • Davenport, Iowa, 26.1; Dickinson, N. D., 25.1; Sioux Falls, S. D., 31.4; Wilmington, Del., 29.2; Salisbury, Md., 37.9; Danville, Va., 26.6; Raleigh, N. C., 40.4; Charleston, S. C., 24.3; Columbia, S. C., 20.7; Miami, Fla., 32.6; Pensacola, Fla., 21.5; Fort Smith, Ark., 24.0; Little Rock, Ark., 24.5; Muskogee, Okla., 31.5; Beaumont, Tex., 20.5; Dallas, Tex., 31.1; Houston, Tex., 22.3; Billings, Mont., 31.0; Colorado Springs, Colo., 23.4; Ogden, Utah, 33.8; Seattle, Wash., 25.5; Spokane, Wash., 21.1; Tacoma, Wash., 21.5; Eugene, Ore., 30.7; Berkeley, Cal., 27.6; Los Angeles, Cal., 21.2; Oakland, Cal., 27.5; Sacramento, Cal., 27.7; San Francisco, Cal., 21.4.

• • • The Dun & Bradstreet estimates of retail sales for the week ending April 17 show an increase of from 2 to 5% above the corresponding 1935 total—but this comparison is very encouraging because it is made with the peak of the Easter selling period of last year.

• • • Boston reported trade throughout New England 15% ahead of last year; for the 17th consecutive week department store sales in New York ran ahead of last year; in Philadelphia they were 9% up; Atlanta's gain was 18%; St. Louis, 15%.

Survey of Purchasing

The Department of Labor in cooperation with the WPA is making a study of consumer purchases in cities of all sizes. For example, 60,000 New York City families are being questioned, and similar surveys will be made in Chicago, Portland (Ore.), Columbus, Atlanta, Providence and Denver as well as in middle-size and small cities. Investigators are getting a very complete picture of purchases, furnishings, rents and incomes. After learning all that can be learned about family expenditures during the preceding year, the citizen is invited to tell how much money the family has in savings banks, checking accounts, investments made, stocks and bonds owned, bills due, and so on—and on. It is a survey which should be exceedingly valuable to sales and advertising executives.

• • • Incidentally, the reception accorded to the survey in certain newspapers tends to confirm the opinion that there is an independence of action between the business and editorial staffs of good newspapers. News and editorial writers on Republican papers painted the survey as another of those "reckless, wasteful, New Deal projects—and an unwarranted invasion of the citizens' rights of

The current Credit and Sales Bulletin of the Alexander Hamilton Institute measures the current degree of prosperity in im-

portant cities by the yardstick of the dollar volume of checks cashed. According to this index the following cities are 20% or more better off than they were a year ago:

privacy"—but if they had consulted their own advertising department they would have found that this is something which business wants and needs and it is very likely to result in more, and more successful, advertising in newspapers and other media. The results of the survey should make it possible for advertising to be directed more intelligently.

• • • Advertising stimulates public desire and public demand; volume demand makes possible quantity production; quantity production means lower costs; decreasing costs and increasing values raise the standard of living. The public profits as business prospers. This fundamental economic principle lies back of successful American business, and the *Saturday Evening Post* is to be congratulated on telling the important story through a series of advertisements to appear in the *Post* and elsewhere at this time.

• • • According to London's foremost fashion specialists, New York has replaced Paris as the style headquarters for women. In full pages in London newspapers, the swanky firm of Harvey Nichols tells of sending an expedition of six experts to America for the purpose of finding out why the American woman was the best-dressed woman in the world. "And we found out that it is her clothes! So we brought them back—and here are some of them."

• • • Another attempt will be made to pass the Food and Drug bill (S. 5) at this session, but prospects seem very uncertain.

• • • Sales organizations not only will benefit by lowered passenger fares after June 2, but odds seem to be against the Interstate Commerce Commission granting for another year the freight rate increase allowed railroads last year and which expires this June. Factors arguing against continuance of the increase are: attitude of short-line railroads, more outright opposition by shippers, improved economic conditions generally, and regulation of motor carrier business.

• • • Since the first of April, 231 industrial corporations have reported an increase in net earnings as compared with a year previous and 99 have reported declines. Last week the Chrysler Corp. reported an all-time high in first quarter earnings and raised its dividend to an annual rate of six dollars—the new rate is just double that paid in the boom year of 1929. The Du Pont Co. reported first quarter earnings of \$13,391,299 as compared with \$9,372,733 in the first quarter of last year. The Union Carbide and Carbon Corp.'s first quarter profit of \$7,502,393 was the best first quarter in its history.

• • • The cash income of farmers in the first quarter increased 7% over last year, but the income from marketings increased 20%. Rentals and benefit payments this year were much smaller than last year.

• • • This year 98.5% of all goods in Soviet Russia will be produced by the state, leaving only 1.5% to non-socialized small handicraft trades such as dressmakers, milliners, and shoemakers. These, too, are rapidly being driven out of business by the prohibitive taxes applied.

• • • Air mail and express loads are growing so rapidly that both the American Airlines and United Airlines are reducing the number of passenger seats in new planes and if express business continues to improve at the present rate, all-express planes will go into service in the near future.



New Name, Old Company: Acme Breweries is the new name identifying the product with its maker. Previously "California Brewing Association" was used as distributor. Such posters as this are spreading Acme's virtues through all the region West of the Rockies. Emil Brisacher & Staff, ad agents, also employ newspapers, car cards and spot radio for the San Francisco and Los Angeles brewery.

Features in a Fortnight's News

Conditioner: (Below) Earl J. Opal joins Standard Air Conditioning, Inc., a division of American Radiator and Standard Sanitary Corp., as sales manager. For the past four years he was merchandising manager of the Air Conditioning Department of GE.



Blank & Stoller



Fresh Dress for Dressing: (Above) Virginia's Products, Inc., brings out a new label, in black, gold and white, and container for "Virginia's French Dressing". The bottle is a stock model from the Packaging Research Division of Owens-Illinois Glass Co.

Adder: James D. Donovan, former sales educational director of Underwood Elliott Fisher, steps into the salesmanagement of the adding machine division. He started adding machine selling in Oswego, N. Y., his birthplace, 15 years ago.



Vote for One: (Right) Listerine shaving cream and antiseptic give free razor blade holders that appeal to either Dems. or Reps. The counter card, by Einson-Freeman Co., stirs up party spirit—and sales.

GE Money Man: (Below) J. W. Lewis, since 1923 assistant to the president, is elected treasurer of the General Electric Co. He succeeds R. S. Murray, retiring after 43 years of GE service. Mr. Lewis, a native of Michigan, moved to New York with his parents when he was four years old. He started his business career with the N. Y. Central, switched to the American Locomotive Co., and then, in 1910, went to GE.



Pictures, Inc.



Local Boy: (Right) Harold R. Eldredge, a native New Yorker, formerly secretary-treasurer of Curtis Lighting of N. Y., Inc., is made s.m. for all Curtis selling activities in his home town. He's been in the lighting business since 1913.



How Osteo-Path-Ik Shoes Crashed the Big Department Stores

BY LESTER B. COLBY

Somebody sold Robert E. Lee a pair of shoes that relieved his aching feet. That event put the little Allen Edmonds Shoe Corporation of Belgium, Wis., on the map. Today, as a result of Mr. Lee's superior salesmanship, Osteo-Path-Ik shoes are in the cream of America's department stores and the factory is jammed with orders

THIS is a story of selling—of how a shoe factory got put on its feet.

Robert E. Lee, it appears, had been successful in the broker's trade in LaSalle Street, Chicago, 'way back in that era before "the street" ran ankle deep in tears. He'd been going quite well in those pre-Depression times. Life was sweet.

Came 1930 and 1931 and he found himself pounding the pavements with fallen arches but without avail. He began thinking deeply about shoes. One day he ran into a fellow who was selling a new kind of shoe, office to office, door to door. The fellow was making something more than his bread and butter.

Mr. Lee wrapped a pair of these same shoes around his troubled pedal extremities and smiled comfortably for the first time in months. That gave him an idea.

In Belgium, Wisconsin, a cross-roads town with a handful of people in it, was a little factory where a new kind of shoe was made. They were easy shoes. Shoes built to comfort unhappy feet.

With his idea in his head Mr. Lee went up to Belgium and announced his presence to the Allen Edmonds Shoe Corp. He's now vice-president, but that's getting it told too fast. Mr. Lee said he desired to sell these shoes, office to office, man to man—push past secretaries, he told them, get the man at the top sold and then work on the rank and file.

"A lot of fellows have tried that," they told him, and some of them sold shoes. Why did he think he could sell shoes?

"I have flat feet," he replied, "and no job and a wife and three kids and

a mortgage and I'd like to sell your shoes in Cleveland."

"Why Cleveland?"

"I don't know anyone there. I've never been in the town, except to pass through, and I don't want to be embarrassed meeting my friends while I'm selling shoes office to office."

He went to Cleveland with 12 right-foot shoes, taking wife and children and enough money to eat on for two weeks. Getting there he picked out the biggest building in town, the Union Trust building, and rode to the top floor and went to the end of the hall. That was where romance started.

The last door had on it the words "Stock Exchange." He was on familiar ground. He wormed his way past the information girl, by some slight deceptions, and got to the secretary. He told her he was a "broke broker" stepping out into a new line. The line was shoes.

Somehow he sold her and before he'd got out of the office he'd sold six other pairs. That night he got home with \$22 in commissions earned and kissed Mrs. Lee and the three kids. He was almost in the mood to kiss those 12 right-foot shoes. Before he was done with the Union Trust building he had sold 485 pairs of shoes in it.

Pretty soon he put on, and trained, other salesmen—five of them—and moved to Pittsburgh. There he repeated. Then he annexed Detroit. His start was in August, 1932. By November, 1933, he had plans about wholesaling. He went back to Belgium and told them he wanted Chicago, too.

"Get those shoes into the big stores," he said. "Why peddle around, man to man? It's too long a road. Too slow."

They thought so, too. "Go ahead and try it," they told him.

For the next three months he walked State Street calling on the Chicago stores. No luck. One day he told the Maurice L. Rothschild buyer about his shoes, for the ninth time, and got the usual turn-down.

Suddenly he yanked off a shoe and jumped on it with the other foot. He twisted the shoe. He rumpled it. He jumped on it some more. Then he straightened it out. He showed his pancake arch.

This shoe was different, he said. See it go right back into shape! Have you any shoes that can take it like that? Show me! The finest shoe for bad feet ever made!

E. R. Degge, the shoe buyer, was goggle-eyed. He took Mr. Lee to David Mayer, vice-president and general manager.

One Store Brought Another

Direct quote. Mr. Mayer to SM:

"It was the demonstration that did it. It was dramatic. It was something new in selling shoes. I'd never seen anything like it. Mr. Lee, here, had stuff on the ball. He convinced. Yes, we took on the line."

Robert E. Lee was advancing like Grant on Richmond. He then called for deuces wild. He added:

"We have a list of hundreds of buyers in Chicago who've bought our shoes. We'll let you have the list."

When Rothschild's had stocked the shoes the list was circularized. Old buyers were informed that Osteopath-Ik could now be had at the store. To the management's amazement the response to the mailing was 70%!

Maurice L. Rothschild, at that, came to attention. He said:

"We've got something."

Straightway he shot a full page advertisement in color in the Chicago Tribune, the first advertisement of the kind, on one brand of shoes, ever published in Chicago. To date the store has used four full-page color ads and smaller space in black and white continuously each week.

Rothschild has stores in Minneapolis and St. Paul and he added the Osteo-Path-Ik line in both places. The Chicago store the first year added 20 seats to its shoe department and in the last six months has added 20 more.

The sales force has been doubled.

"With Rothschild started," said Mr. Lee, "I hopped down to Cincinnati and sold H. & S. Pogue, the top store there; then L. Straus, in Indianapolis. With their records in hand we sold R. H. Macy, in New York, the May chain with stores in St. Louis, Denver and Akron, then the five Silverwood stores in Los Angeles. We go only after the best and biggest."

Cooperative advertisements followed. Every now and then the factory's output jumped another 100%. Then other shoe factories asked for licenses to manufacture the shoes under the Allen Edmonds patents.

Licenses were issued to the Ritchie Shoe Co., of Quebec, the largest manufacturers of shoes in Canada; Johnston & Murphy, of Newark, N. J., makers of high quality shoes; Thompson

Brothers, of Brockton, Mass., and Walter Booth, makers of the Crosby Square line, in Milwaukee. The Red Wing Shoe Co., Red Wing, Minn., makers of heavy work shoes, followed suit, and Krippendorf-Dittman began to manufacture women's shoes under the patents.

The factory is now carrying co-operative advertising in the daily newspapers, through dealers, in 35 cities. Booth is advertising in the *Saturday Evening Post*, *Esquire* and *Time*. Krippendorf-Dittman is using *Vogue*, *Harper's Bazaar* and *Ladies' Home Journal*.

E. R. Degge, who was shoe buyer for Rothschild, resigned to join the factory staff and organize a patents promotion department. Royalties are now running ahead of the original factory's business in profits. Plans are

afoot for a national advertising campaign which, it is proposed, will inform the foot-weary of the nation where and by whom Osteo-Path-Ik shoes are made. And sold.

Old King Cole, of Canton, Ohio, has manufactured three animated window displays at considerable cost, which, under the auspices of the Allen Edmonds company, are traveled from city to city wherever the shoes are sold. The central device is a "flexing machine" which twists and maltreats the shoes.

Ampro Corp., of Chicago, has equipped eight projecting machines which show continuous motion pictures of the shoes and the tests given them for various sales rooms and windows.

The Booth company, on its own, has put in commission eleven animated flexing displays manufactured by Modern Arts Studios. These are kept busy in dealer windows. And so it goes.

"Selling" Half Made the Shoes

Robert E. Lee, the broker who got interested because his dogs hurt him while he was pounding the pavements, is given full credit for putting the little Belgium shoe plant on its feet.

"We had something different and learned how to sell it in a different way," he told SM. "I learned how to sell and how to demonstrate by starting at the bottom, meeting customers face to face. By actual count there are 347 manufacturers of 'arch type' shoes and 189 of 'doctor type' shoes in the United States and many of them aren't doing any too well.

"We've revolutionized shoe construction. In ordinary shoes the welt goes only back to the heel. Uppers are sewed to the welt and nailed to the heel. Our welts run the full length of the shoes, in one piece. The steel at the arch is eliminated. Our tops are sewed to the welt all the way around. Heels are not nailed to the uppers. The whole shoe is soft and flexible.

"In our demonstrations we bend the toe back to the heel. We jump on 'em and kick 'em and immerse 'em in water. We abuse 'em in every way we can imagine and show how they spring right back into shape. Shoe buyers, men who know shoe construction, agree that we've got something.

"But having something is only a part of the story. One of the biggest shoe manufacturers in the world tried to manufacture and sell these shoes before the present successful selling campaign was started—and failed ut-

(Continued on page 726)



These pictures and captions help sell Osteo-path-ik shoes:



"Twisting the Osteo-path-ik shoe as if wringing out water . . . It will spring back into shape."



"Bending the Osteo-path-ik shoe forward and jumping on it . . . It will spring back into shape."



The "Wedgwood" box, one of Imperial's "A" line candy packages, was designed subtly to convey the stamp of quality to a quality market. Lettering and background of the side panels are in the precise pastel blue of the famous chinaware; the white figure groups are in the great Wedgwood tradition.

Innovations in box construction were made at this time. One such has won considerable cheers from dealers, for it reduces inventory expense. It is a two- or three-pound ensemble package wrapped in Cellophane. However, if the larger sizes are not selling well the dealer may remove the wrapping and unit ends which hold the boxes together and he has one-pound boxes. These ends resemble a cap fitting over the packages. They are of cardboard covered with paper matching the actual boxes.

Another improvement utilizes the current popularity of monograms. Selected dealers, who have a complete "A" line in specific quantities, are given Societe monogramming service as an exclusive feature. A gross of assorted initials is supplied the dealer which he affixes to the "Monogram Package." This package is particularly appealing to a customer buying candy for a gift because the initials lend an air of exclusiveness and forethought.

The importance of this feature on any package for gift purposes was revealed by Imperial's survey of the candy field. This showed that 62% of all box candy is sold for gift purposes. And where the purchaser bought for a gift he paid a higher price.

Keying Lines to Market Demand, Plus Redesign, Jumps Sales for Imperial

Imperial Candy Company opens 800 new accounts in two months; new packages specifically designed for quality market are important factor in volume increase.

BY MANDUS E. BRIDSTON

WHEN the Imperial Candy Co., 30-year-old Seattle manufacturer, reorganized and rationalized its line to meet the specific needs of the market, and carried through a program of package redesign, sales increased as much as 80% a month, never less than 50%. In two months 800 new accounts were opened for the renovated line, half of whom had never before been Imperial customers.

So remarkable a record was not achieved by accident. Seldom has as much careful pre-planning been expended on renovating a line of packaged candies, company officers explain. More than 1,300 hours were devoted to preliminary research and designing of the packages.

The first step in the process was a critical scrutiny of the existing packages. These were of virtually every type: Plaid boxes, flower boxes, pretty girls' faces, gold and silver. Each was individually attractive, but bore no relation to any other package. The "Societe" trade name was completely obscured in the welter of miscellaneous designs.

It was decided to consolidate all Imperial box candies into two classes—an "A" line for department stores,

confectionery shops and drug stores; and a "B" line for grocery stores, pool halls and lunch rooms.

"The main objective for the 'A' or agency line," says J. Dudley Roberts, director of sales, "was a group of packages in which each would be outstanding yet retain a definite family relationship. We sought to give the whole line, and all its parts, a feeling of style which would be immediately associated with quality."

Surveys were made to determine what types of customers patronized the "A" class of outlets, what their candy habits and preferences were. Dealers and the company's own salesmen were also queried. Consumers could be placed in three classifications, it was learned, corresponding to their tastes and pocketbooks. The higher priced boxes were created to appeal to those with a discriminating color sense and a clear judgment of form.

Two other important points were considered, in addition to suitability to an individual market, in fixing the new designs: Display visibility and ability to suggest the package's contents. The merely gaudy was, of course, avoided, but each package was planned to dominate a dealer's display under all conditions.

Whole Line to Whole List

Shortly before the newly created and designed "A" line was ready for the trade, Imperial salesmen were asked to submit names of all box candy prospects in their territories. These prospects might or might not be actual Imperial customers; or, they might be good outlets for Imperial hard candies and bars, but not buyers of its packaged candy. The list was put to use when the "A" line made its formal debut. Specialty salesmen went into the territory with the regular salesmen and worked with them in calling on every name listed. In this way, any salesman who had fallen into the rut of failing to sell all the line, or missing calls on a particular dealer, was shaken out of that rut.

With genuinely fresh talking points both the specialty and regular salesmen scored heavily. All of the 800 new accounts stocked a full selection of the line, thanks to a consistent sales policy to that end.

Dealer helps and newspaper advertising to reinforce the custom-built "A" line centered on an orchid, reproduced in full color on all dealer material. This swankest of flowers took the place of many words. It

suggested that the Societe line had exclusiveness, quality, perfection. The phrase, "Never before could you buy such good candy," was repeated in all copy; and the idea of newness was conveyed by "Societe chocolates—1936 originations."

Behind the Imperial Candy Co. today are two men who combine selling and candy-making technique. President Chester E. Roberts, the salesman, and Vice-President Samuel D. McKinstry, the producer, founded the firm in a few small rooms in 1906.

Before teaming up with Mr. McKinstry, Mr. Roberts had been a sales-

man with a national meat packing firm. He traveled over the Pacific Northwest and Alaska calling on large and small storekeepers. Indelibly he acquired the viewpoint of the man with a sample case. The threads of his experience may be traced through the Imperial pattern of business expansion. Today his business hobby is sales personnel.

The complete redesigning of all Imperial packages, and the consequent leap in sales, is merely a part of this "sample case viewpoint." Obviously that view, and the courage to scrap outworn policies, pays generously.

Siboney Wins 5,000 Dealers to American-Made "Cuban Rum"

IF Corona cigars can be made in New Jersey—with only the raw materials and the "brains" imported—and sold throughout the United States at half the price of Cuban Coronas, why could not Cuban rum be made in Pennsylvania, on a similar basis?

Pennsylvania Sugar Co., with wide interests in raw and refined sugar, molasses and allied products, put the question up to themselves, and then to Señor N. Alvare, for nine years chief engineer in charge of production for the Bacardi Corp. of Santiago, Cuba.

Señor Alvare thought there was no reason why it could not. He did not go so far as to say that all alcoholic beverages could be produced as well in Pennsylvania as in the place of their origin. The best Scotch whiskies, he believed, could be produced only in Britain, "where the peculiar nature of the materials imparts that singular flavor." Champagnes and Cognac should best be made in the Champagne or Cognac districts of France.

But given the right supervision and equipment, Señor Alvare said, cane sugar ferment, the basis of rum, can be shipped and turned into rum "anywhere."

Pennsylvania Sugar formed Siboney Distilling Corp., with plant at Philadelphia, and with Señor Alvare (who looks a lot like General Motors' C. K. Kettering, and who went to school at M. I. T. and Harvard) as its distilling chief.

Production of Rum Siboney (pronounced See-bo-nay) was begun in January, 1935. Señor Alvare believed "sanitary methods" and "scientific control" in this country helped to turn out "dependable quality" and a "palatable product."

In January of this year, with A. K. Hamilton & Co., Inc., New York, as sole sales representatives, Rum Siboney went to market to see what consumers thought.

A group of prominent hotel men at the office of a leading hotel trade paper tested Siboney against imported rums. R. M. Grinstead & Co., analysts, tallied up and found the result favorable. Walter A. Madigan, bar manager at New York's Hotel Astor "prepared, tested and approved" 50 Siboney recipes which were turned into a booklet. Platt-Forbes, Inc., Hamilton's advertising agency, prepared table "stand ups" "menu riders" and started trade paper advertising, and newspaper copy in Pennsylvania.

Meanwhile, the Hamilton people had signed up Pennsylvania's State liquor stores. In the first three months about 1,000 cases of "fifths"—24 bottles to the case—were sold in that State.

Start a Blindfold Test

It was not a prodigious amount, but it was a starter. And it was supported by only \$5,000 of newspaper advertising. The Pennsylvania effort thus far has been a "test."

The copy formula—which will be followed, with perhaps some modifications, elsewhere—was: (1) Announcement, with dealer listings; (2) a blindfold test, which "you are invited" to make, with "high quality imported rum" in one hand and Rum Siboney in the other, and (3) small reminder "R.S.V.P." insertions. "R. S. V. P." in this instance, means "Rum Siboney Very Pleasant."

A full-page advertisement by the Siboney Corp. in the Philadelphia Record told the people of that city

in a startling way about this new rum that could be made in Philadelphia equal to or better than the imported product. The copy stressed the expert Cuban distiller, Señor Alvare; the large plant of the sugar company; the clean, sanitary conditions of the bottling plant, and the blindfold test comparison.

In Pennsylvania Siboney sells for \$1.50 a fifth, against \$3.40 a fifth for its best known imported competitor.

In New York State, where Siboney was introduced in March, it retails for \$1.96, against \$3.29 and \$3.59 for the other.

Siboney started out to say that its rum is "just as good" as the imported, but now says that it is "better."

The more general introduction was preceded in February by a four-page, four-color insert in *Liquor Store & Dispenser*, to 35,000 dealers. A page was run last month in New York American's organ to the liquor trade.

Mr. Hamilton estimates that about 5,000 dealers of the East, South and Middlewest have now stocked the product. They are spread through 14 states, and the District of Columbia;



A. K. Hamilton, president of the firm bearing his name, is chief planner of Siboney's marketing policies.
Blackstone

spread from Massachusetts to Florida to Colorado, with, of course, some gaps between. In New York City Hamilton operates as wholesale distributor. Elsewhere there are about 20 distributors, one to a town or even a state, except in the larger markets. Distributors have been carefully selected in order that each will get greatest benefits and thus give his best efforts.

About 350 of the dealers are in New York City. The formal campaign will break in 1,500-line copy in newspapers there, Mr. Hamilton said, probably the last week of May. It will be extended to other markets as distribution gaps are filled.

The Siboney people are starting to think in large terms. Not only do they believe that sales of domestic rum—with imported ingredients but with American facilities—can be made to exceed that of imported rum, but they hope that, with lower prices, and proper education of the consumer on the many ways in which it can be used, rum can be made to run a better sales race against other alcoholic beverages.

U. S. Distillers Win Battle in "Bottled in Bond" War

THE Federal Alcohol Administration has ruled that the expressions "bottled in bond" and "bonded" may appear only on bottles, labels or advertising of whiskies produced in the United States and bonded under the supervision of this government.

Thus the distillers with predominantly United States sources of supply, led by National Distillers and Schenley, have won an important round in a long and bitter battle against the Canadian producers, led by Seagram and Hiram Walker.

With this advantage, the United States forces will seek to regain the bonded whisky market in this country which the Canadian companies have dominated since Repeal.

Under the FAA ruling, Canadian, British and other imported bonded liquor cannot be advertised in this country after May 1 as "bottled in bond." After August 15 this designation cannot appear on bottles or labels as well.

A Back Taxes Bill Involved

Meanwhile, a bill (HR 9185) intended in part to bar from this country products of distillers who sold here during Prohibition was passed by the House last August and is now up for consideration in the Senate. This phase of the Liquor Tax Administration Act was not written primarily to punish distillers whose products may have been bootlegged into this country during Prohibition, but to collect back taxes on such imports. The chances are, it was learned, that, if passed at all, it will not be passed by the Senate until the last three days of this session.

On the bottled in bond ruling the Canadian Government already has protested, and perhaps some basis of adjustment may be worked out. Canada started to bond its liquor in 1883, 14 years before such regulations were introduced in this country, one faction pointed out at a hearing on new FAA regulations in Washington April 20. The United States faction replied that the Canadian bonding procedure is less exacting than here. That Government may help its producers meet the difficulties by tightening its own regulations.

BY
LAWRENCE M.
HUGHES

Canada, however, can do nothing officially for its producers whose liquor, whether through their aid or otherwise, became a major part of the United States speakeasy supply. These producers would have to settle with this Government as best they could. For Hiram Walker or Seagram, for example, to pay full taxes for the 14 years in which liquor bearing their labels flooded this country would be a bankrupting procedure. But perhaps some "adjustment" could be made.

Whether or not the great Canadian distillers had any part in quenching the U. S. thirst in that period, they were much more able, with Repeal, to provide an adequate supply of bonded liquor here. National Distillers, Frankfort and one or two other U. S. concerns had some "medicinal" supplies to rely on. But most of the U. S. whisky sold then was pretty green and bad.

Each with an outstanding bond brand as a wedge several distillers with Canadian supplies swept the bond whisky market here. Hiram Walker did this with Canadian Club and Seagram with V. O. More recently

Oldetyme has made progress with Green River bond (from Consolidated Distilleries, Ltd.) as its wedge. Continental, with Canadian help, will soon have a bond whisky. In early days Schenley had to rely largely on Canadian bonded liquor as the basis of some of its blends, but this company is predominantly "American" now.

For the fiscal year ended June 30, 1935, according to government figures, sales in this country of United States bonded whisky totaled 719,799 proof gallons. Sales of Canadian bonded whisky here, on the other hand, were 3,316,632 proof gallons in the same period, or nearly five times as much.

Low Tariffs Another Slap

And then, as if this were not enough, the United States put into effect last January 1 a reciprocal trade agreement with Canada, one factor in which was a 50% reduction in import duties on Canadian liquor. In November whisky imports from Canada were 292,970 proof gallons; in December, 363,551. In January, however, the first month in which the new treaty was in force, imports climbed to 560,595 proof gallons.

Aided by their continuous liquor experience, large supplies, aggressive marketing, and the expenditure of millions of dollars in advertising, the Canadian forces were sitting pretty.

Then the flag-waving started.

National Distillers is said to have taken the initiative in it. The made-in-America theme, of course, has been used for years by factors in the liquor industry. Fleischmann, presumably, has sold a lot of gin on the strength of it. But National Distillers brought it publicly to bear on "bottled in bond."

A week before the FAA hearing, however, National Distillers began to promote the "difference" between the United States and other bonded whiskies. A large ad was run in the Washington *Herald* on the question, "What do you mean 'bottled in bond'?"

"Some whisky bottles bear GREEN stamps, some RED ones, some BLUE, and others YELLOW....

"The RED stamp means that the special American revenue tax has been paid. The product is legal.



National Distillers took the first crack at Canadian distillers in this ad, which broke in Washington just when interest was high in the FAA hearing. Copy theme (reproduced in part in this article) has since been borrowed by other distillers.

"The BLUE and YELLOW stamps identify the whisky as a product of Canada."

"But the GREEN stamp . . . is the Bottled in Bond stamp of the United States Government—the only stamp which identifies made-in-America Bottled in Bond whisky!"

"And no other whisky in the world has to meet such a stiff set of specifications!"

Scotch whisky, it was shown, may be bottled at 86 proof, Canadian whisky may be bottled in bond "as low as 90 proof."

United States bottled in bond whisky, on the other hand, "must be absolutely straight"—or 100 proof.

This copy has since been borrowed in theme by other distillers. It was approved by Dr. James A. Doran, executive director of the Distilled Spirits Institute, representing 85 of the leading distillers operating in this country, including the "Canadian." The Canadian factors, who are assessed with the others to pay Dr. Doran's \$30,000 a year, are pretty sore about this, too.

They are sore, incidentally, because they say that no notice was issued on the proposed change of regulations. The hearing, they believe, was merely a smoke screen. Secretary Morgenthau and Administrator W. S. Alexander, they say, had already made up their minds—perhaps with the help of National Distillers and Schenley.

U. S. Liquor Really Superior?

One of them pointed out to SM that although United States bottled in bond whisky for domestic consumption must be 100 proof, it may be as low as 80 proof for export. The recent Canadian-United States trade agreement, he added, reduced the duty of liquor imported in this country, "providing it has matured for at least four years in wooden casks and is wholly pure whisky."

Oldtyme Distillers in a booklet for public distribution is going to have something to say for itself about "stamps." This company will show that "two stamps seal the bottle of your Canadian bonded whisky"—yellow for Canadian Government bonding, red for tax payment. "So when you see these red and yellow strips across the top of a bottle of Canadian liquor, you can be sure the whisky is genuinely bonded and of the finest quality even though the new regulation forbids the distiller to label it with an accurate description."

The Canadian bonding law plus the Canadian-United States treaty, this group will tell the United States public, "has an even greater validity than a Treasury Department ruling."

MAY 1, 1936

The Scratch-Pad

"What would a bunch of Indians be doing in the lobby?" asked one of my young writers. "Maybe we have the Scalptone account," I suggested. How'm I doin'?

A picture may be worth a thousand words, as Confucius or somebody said; but I get a lot of information out of *The Reader's Digest*, which seems to depend entirely on words.

Stopper by The Milwaukee Road, featuring dude ranches: "Come out and meet a horse . . . socially."

There is a rising tide of resentment against sponsors of consumer contests who fail to notify the contestants of who won and why. Here is a chance to build good will and to remove some of the sting of losing.

Winchell's Girl Friday—what amanuensis!

In the matter of results, other things being equal, let us not forget the factor of sheer horse-power. The advertisers who spend the most usually do the biggest business.

I realize I may constitute a hopeless minority, but I think the advertising comic strips are also Idiot's Delight.

"Schwab's Salary Cut to \$203,332."—Headline. I know how you feel, Charlie.

Advertising is no magic wand. If an article won't sell and repeat without advertising, I advise you to save your money.

To finish the sermonette, advertising is a speeder-upper and not much else. If you expect it to do more than widen markets and accelerate turnover, you are due to be jerked up short.

Five days away from the typewriter, fighting the flu, makes me wonder how a daily columnist ever affords the luxury of illness. How in the name of daily deadlines does he manage?

A new baby has come into the family via the route chosen by Caesar. When he grows up, he can brag that he "arrived by special delivery."

Name for a key-case: KEYper. If you can use it, help yourself.

That kneeling nude in the Palmolive color page shows what can be done with trick lighting. Not even Mrs. Grundy could object, although the gal faces the camera without benefit of sash. But the air-brushed effect belies the headline: "I'll show them."

What would we do without photo-engravers? Where, for instance, would we get free blotters and calendars?

Some of the oil companies make much of the fact that certain local society leaders use their gasoline and motor oils. As a prospect, I'd rather know what gas and oil the Keshin trucking people use to maintain their strenuous schedules.

Sid Ward, of Y&R, contributes mightily to the picturesqueness of speech with his simile: "Closer than a tattooed anchor."

That song "Alone" somehow reminds me of a pawn shop.

The Great Lakes have been opened to shipping and the baseball parks have been opened to thousands of fans. The worst Winter in years is behind us and even the Spring floods have spent their fury. If we can keep our minds off the national conventions, maybe we can consolidate the business gains already made. Let's agree now to abolish the "Summer slump."

"Protect the tartar zone with Tek (tooth brush)" says Johnson & Johnson. Most dentists will tell you, however, that nothing will remove this "hard carbon" but a sharp metal tool. And when you feel them digging it off with a mashie-niblick, you wonder what a tooth brush is really good for. Certainly not hard tartar.

Gardner K. Hussey stumbled over an alligator in the dark. Eveready thinks this is a strong argument for owning a flashlight. *Et comment!*

A headline natural, and one that ties in with the story of basic lines never changed: "You can tell it's a Packard from here."

Maybe the advertising of World Peaceways should be translated into Italian, German, and Japanese.

Advise to gardeners, by Gordon Page: Weed 'em and reap!

H. Harry Thompson



T. Harry Thompson



Heat Waves Beware: (Above) Carrier Engineering Corp.'s portable Summer air conditioner fits beneath a window and connects by a duct with the outside. An electrical connection plugs into any standard floor or baseboard outlet. It will supply some three-quarters of a ton of refrigeration. The company plans a heavy promotion campaign through its dealers.

Designing to Sell



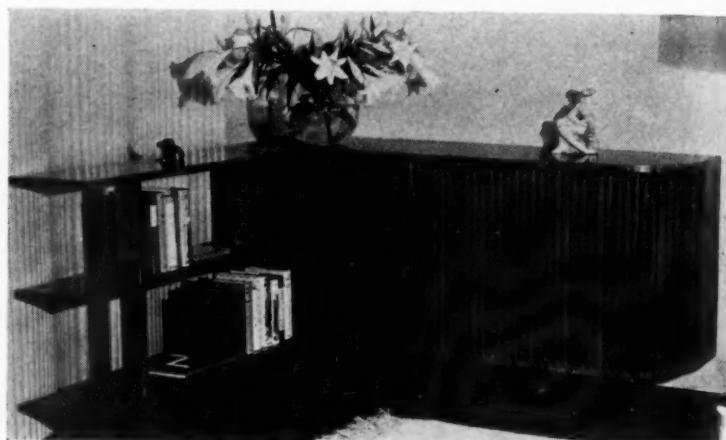
Art Work File: Advertising art work of virtually any size or shape, from booklet to double-page spread, may be filed in the pockets of the Globe - Wernicke Cello-Clip file. The indexed clips hang on horizontal rods in a steel cabinet, can be snapped on and off in an instant.

Open-Face Brillo: Two new packages with Cellophane fronts replace the old pasteboard box for Brillo, shredded metal pot scourer. One has five soap-filled pads; the other five pads with a cake of soap; both sell for a dime.



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Butcher's Joy: (Right) The Carborundum Co. introduces Duo-Stone, a portable hone for knives and cleavers. Molded in one piece of black Durez, the case has an oil reservoir in the bottom in which one of the two revolving whet stones always rests.



Modern Furniture: (Above) The cabinet section of this bookcase will hold all the essentials of a bar, or the various odds and ends which normally clutter up a small apartment. It is of Australian walnut. The bookcase may be purchased separately from the cabinet. Joseph Aronson, Inc., designer and maker.



Winner: (Left) First prize in wines-liquor division of the Pacific Coast Packaging Competition, sponsored by Ramsey Oppenheim Pubs. and P. C. Ad Club Assn. went to E. G. Lyons & Raas Co.'s Belvista sherry. Owens - Illinois, designer. Right, another O-I design for Lippincott Cordials, Inc., gin bottle has a distinctive air.



Beach Parties Ahoy!: Cannon Mills, Inc., make a bid for patronage from Summertime bathers with these nautical towels. The one at the upper left is divided lengthwise into blue and red with white chevron stripes tying the two sides together. Next, white sail boats drift across jade green waves. The third towel has a mariner's compass silhouetted against a vermilion background. All three are reversible.

SALES MANAGEMENT

If We Expect Salesmen to Lick the Summer Slump, Why Do We Cut Down Summer Advertising?

NOTE: The editors were in complete agreement with Mr. Wilson's theories, but they wondered whether he had practiced what he preaches. So they checked him up by studying the record of his magazine advertising expenditures in the Summer months of 1935—and they found that his percentages were higher than average. Of his 1935 advertising investment 21.2% was spent in the months of July, August and September, as against only 20% for all advertisers. By at least that margin, then, Mr. Wilson takes his own suggested medicine.—THE EDITORS.

THROUGHOUT American business as a whole there is probably no more perennial topic than how to offset the Summer let-down. As regularly as the flowers bloom in the Spring so does the crop of pep letters to field men, Summer sales contests, and conferences of the home office sales organization.

We tell ourselves and our salesmen that the traditional hot weather slump is due to nothing more than a psychological attitude and passive acceptance of a bad habit. Sales fall off because the men in the field expect them to fall off and therefore don't go after them as hard as they do during other seasons. We proceed to use all the powers of our lungs to convince our salesmen that if they will just go after July business with November energy they will get November results.

There is undoubtedly a good deal of truth in all of this. Certainly, in all my experience I have never met a salesman with callouses on his thumb from pressing doorbells during the dog days. Yet I wonder if the sales executives who are most vociferous in their pep messages to the field force believe what they say? I wonder if they themselves are not victims of the same defeatist psychology which they assert is alone responsible for the hot weather sales slump. Finally, I wonder if this is not one of the factors largely responsible for the situation they so loudly deplore.

If this is not the case American business is guilty of what seems an unexplainable contradiction. It is following a procedure comparable to that of a general who exhorts his infantry to advance and drive the enemy from their trenches, while at the same time he orders the artillery to silence half



Ewing Galloway

He needs advertising backing when it's 90 in the shade as well as when the snow flies.

About straw hat time, sales executives begin to preach to their salesmen that the Summer slump is only a state of mind—that business is really there if they'll only go after it. Yet these same executives often cut down advertising during the dog days. It does not make sense, says this vice-president of ICS.

BY

GEORGE W. WILSON

Vice-President, International
Correspondence Schools

its guns. There are numerous exceptions to the rule, but I think it holds rather generally for business as a whole.

I have piled up before me a year's issues of each of a half dozen nationally circulated magazines. Each of them is represented on the advertising schedules of scores of national advertisers. As a group, because of the volume and variety of advertising they carry, they are fairly representative of the activities of American business in its advertising promotion of the sale of consumption, capital and semi-capital goods. In all of them the space devoted to advertising begins to shrink noticeably in June, shrinks at a sharply accelerated rate in July, increases very slightly in August, and begins to rise sharply in September.

In another pile is a collection of pep letters to salesmen, announcements of sales contests, and other similar pep material directed to the men in the field. These are exhibits which in one way or another I have accumulated during my 25 years as a salesman and a sales executive. I can't claim that they are representative enough to provide a strictly scientific basis for deduction, but they do represent the attempts of a fairly large number of business organizations to spur the salesmen on to extra effort.

Here is where the strange contradiction appears. The seasonal peak of pep appeals to salesmen occurs at precisely the time when the advertising appeal to prospective buyers begins the precipitous drop to its nadir. We remove half the strings from the salesman's fiddle while we are telling him to play a livelier tune.

There seems to be something more than a little illogical about such procedure. Either those responsible for sales and promotion policies don't really believe what they tell the salesmen, or, believing it, they act as though they didn't. Personally, I do believe that a good deal could be done to stimulate Summer sales, but I think that it can be done only when more intensive hot weather selling is coordinated with more intensive hot weather advertising.

I'm not suggesting that snow shovels should logically be advertised

as heavily in July as in December, for I haven't the vision to foresee consumers clamoring to buy snow shovels in Mid-Summer. The public, though, needs insurance, shoes, shaving cream and countless other articles just as much in one season of the year as in another, and the Summer sales slump in many such articles seems to be greater than it need be. Even in the case of products whose use varies very considerably with the seasons, there are striking instances where coordinated advertising and field selling have built up a more than satisfactory volume of consumer sales during what would ordinarily be the off periods.

The cold weather months would ordinarily be an off-season for household refrigerators, but the manufacturers of electric and gas refrigerators are maintaining an impressive volume of sales throughout the Winter. The most recent example along this line is, of course, the change in the date of the introduction of new automobile models from January to November, and the campaign to sell cars during the Winter months. The point I want to make is that these efforts to change the seasonal buying habits of the public are not left dependent upon a flood of pep talks to salesmen, but are based upon a coordination between consistent advertising and the work of the salesmen in the field.

Peak Season "Jags" Enervating

The International Correspondence Schools use both national advertising and a large force of field representatives in selling its courses to prospective students. The Summer is our off season as it is for so many other organizations, although our courses can contribute just as much to those who enroll for them in one season as in another. For over 40 years we have been using chiefly coupon advertising and have been keeping detailed records of the results of each advertisement. Together with our sales records, these give us an unusually complete picture of our selling activities over a period of four decades.

As a result of an analysis of this picture which I have recently completed, several conclusions seem to me to stand out in sharp relief. The return of coupons from our advertising provides our salesmen with leads which are responsible for a substantial proportion of their enrollments, but a too prolific supply of coupon leads during the peak season causes many men to lean too heavily on them and neglect independent effort to develop business. The men in the field who receive the largest number of leads

from the home office may turn a large proportion of them into enrollments, but it does not follow that at the end of the month they will be among the leaders in total enrollments written.

When we follow the traditional practice of concentrating our advertising on the active Winter season, an inevitable consequence seems to be that, while we develop a satisfactory volume of business, we tend to make our field men neglectful of opportunities to develop business among those who may not be responsive to our advertising but are nevertheless excellent prospects. They are prone to depend on home office help at the time when they could get along best without it and when their opportunity to develop independent business is at its highest.

On the other side of the picture, concentration on peak season advertising naturally means a decrease in advertising during the hot weather months, when so many factors of habit and tradition combine to lessen the opportunities for developing independent business. After providing a flood of home office leads when they may not be so greatly needed, we cut down this support when our salesmen need it most, both to maintain their volume of business and their morale. This has been our experience when we have followed the traditional advertising procedure, and I am inclined to think that a study by other organizations would show that it has been their experience also.

Far more comprehensive than the piles of national magazines on my desk are the data on which is based

a chart showing the seasonal variations in advertising and the production of consumer goods, compiled by Y. S. Leong and published in the June, 1935, issue of the *Journal of the American Statistical Association*. Both the production of consumer goods and advertising show a decline during the Summer months, but advertising falls off much more sharply than production, reaching its low point of the year in July. From April to July the volume of advertising decreases approximately 35%.

A much closer correlation exists between the decline in advertising and the decline in retail trade during the Summer months. A chart appearing in Kuznets' "Seasonal Variations in Industry and Trade" shows that each reaches approximately the same low point beneath the monthly average for the year at about the same time, but the difference between this low point and the Spring peak is considerably greater for advertising than for retail trade.

Does business experience its annual Summer let-down at least partly because advertising is allowed to drop off so abruptly, or does the decline in the rate of business activity send advertising down the skids in company with it? This may sound like the old question about whether the chicken or the egg came first, but I do believe that if sales executives, in planning Summer sales and advertising programs, practiced generally what they preach to the men in the field, neither sales nor advertising would show such a sharp decline during the hot weather months.

National Federation of Sales Executives Meets in St. Louis May 29-30

As reported in the last issue of *SALES MANAGEMENT*, The National Federation of Sales Executives will hold its first annual convention in St. Louis on Friday and Saturday, May 29-30.

Details of the program will be released within a week, officials of the Federation told SM. It will include addresses by a variety of outstanding authorities on marketing subjects and will be representative of many different sections of the country.

The meeting is being carried out in active cooperation with the Sales Managers Bureau of the St. Louis Chamber of Commerce. Convention headquarters will be at the Statler Hotel.

Officials of the Federation emphasize the point that sales executives not now enrolled as members of the Federation but desiring to attend are invited to communicate with headquarters at 420 Lexington Avenue, New York City.

What Happened When We Lost 40% of Our Sales Volume

When Morten Milling Co. began their first aggressive advertising and backed it with specialty selling methods for staple grocery products, they found lucrative new domestic markets which quickly replaced the business they once had enjoyed from overseas.

Until about 10 years ago, the stamping ground for Morten Milling Co. was limited exclusively to the Southwest, where it's still an old custom for a man to enjoy his biscuits and molasses and sausage before he starts out to brand his cattle—or dictate his morning letters or prepare his sermon, as the case may be. There was no other developed outlet outside of the Southwest for this large milling company except a somewhat glamorous export trade, amounting to 40% of the company's total volume, in Central America, the West Indies and Europe.

Then, with the force of a Texas cyclone, came the restraining activities of the Farm Board and other kindred government organizations—and this was the pin that burst the fat export balloon. With export markets to a large degree wiped out, company executives began to analyze the possibilities for expanding domestic markets. They began to query themselves on a vital topic, "Why go outside of the United States, anyhow, to find a market when, likely as not, an even better market exists right here at home?"

After a survey of the potentials, the company decided the Morten name and Morten products needed some good, aggressive advertising. Direct by mail, newspapers, bill board, trade magazines and radio began to take the story of family-use La France flour, baker-use Drinkwater flour, family-use La France cream meal, and the hundred or more different brands that Morten adapts to the localities it services, up the eastern seaboard. Also, improvement was made in service out of New Orleans and Galveston ports.

"During the last few years we have been doing fully as much business in this country as we did in the past with all of our exporting," said Mr. Cowan. "We have acquired a market for the

40% volume we formerly sent to other countries. This present 40% market along the eastern coast is comparatively new territory for us, but productive. For instance, we shipped \$1,000,000 worth of flour, bakery grades, to New York City in 1935."

Mr. Cowan attributes this development of more domestic business, this steady expansion, to two policies:

1—The aggressive advertising program.

2—Use of specialized selling in distributing staple products.

Radio and direct mail now carry the larger share of the burden in reaching consumers; trade magazines the burden of reaching bakers. During 1935, WFAA and WOAI, Dallas and San Antonio, broadcast Morten Sunday afternoon programs, the La France Family Party, geared to waltz time tempo with especially good results. Marriage customs of different countries were highlighted. There will be a 1936 radio campaign, but Morten executives have not completed the plans for it.

The 1936 trade magazine campaign will be concentrated in *Southwestern Baker* (half pages and quarter pages), *Southwestern Miller* (three-quarter pages) and *Northwestern Miller* (page monthly).

"Trade papers give us such a superior type of service," said Mr. Cowan, "that, as a matter of fact, we would probably use their space even if the advertising results were not excellent. We consider their service invaluable. The *Southwestern Miller*, for instance, issues a daily postal card, reporting current prices on mill feed, bran and shorts, and by-products. Further, if we planned to go into new territory, such trade magazines as we use are vital to us in forming good brokerage connections. They will rec-

(Continued on page 724)



Finis E. Cowan

Finis E. Cowan didn't believe his business was "different." He took a lot of the specialty selling ideas he had learned when he sold insurance, and applied them to the sale of staple mill products: Flour, meal, and related items. He started the company on its first advertising campaign. He began to train salesmen more carefully. Soon the Morten Milling Co. had regained all the volume it had lost when its export markets were wiped out.

"A series of lucky breaks" is what Mr. Cowan calls his ascendancy from a job as city salesman in 1922 for Morten to his present position as president and general manager. His advance upward has included six steps: City salesman, territory salesman, sales manager (Burrus Mill & Elevator Co. under Morten management), sales manager of the parent company, and promotion to his present status in 1933.

Based on an interview by

Ann Bradshaw with

FINIS E. COWAN
President and General Manager
Morten Milling Co.,
Dallas, Texas

Should the Company's Best Salesman Write the Annual Report?

MEMORANDUM to boards of directors: Can't we get a little more of a selling slant into our next report to the stockholders?

Any full degree of appreciation of the value of stockholders as customers and potential customers seems still to be lacking on the part of many companies whose stock is publicly held. Of all the new statements for the year 1935 which have been issued during the past six or eight weeks, only two turned up among the 50 analyzed for the purposes of this article which included some *direct bid* for the business of the person to whom the statement was sent. Only two specifically pointed out that the stockholder himself, by pushing the sale of the company's products among his own family and his own circle of friends, could help to swell the figures on the dividend check.

These two were Standard Brands and B. F. Goodrich. In both cases the president included a special signed statement with the formal report. Both were direct bids for business.

Said Mr. Wilshire, president of Standard Brands:

"You are one of over 100,000 stockholders in Standard Brands, Incorporated. If each one of you stockholders would make a point of using Standard Brands products, and would persuade your friends to try them, you would constitute one of the most effective selling organizations in the country. Just think what a little help by each stockholder will do for your company through increased consumption of these products sold by your retail grocer:

Fleischmann's Yeast for Health
Chase & Sanborn's Dated Coffee
Tender Leaf Tea
Royal Desserts

—Royal Quick-Setting Gelatin
—Royal Chocolate and Vanilla Pudding
—Royal Aspic
Royal Baking Powder

These are the highest quality products of their kind on the market. Use them in your home. Urge your friends to use them. This will result in direct profits to each one of you through increased earnings."

Goodrich used a four-page folder, page 1 of which carried a letter from J. D. Tew, president, with the other pages devoted to pictures and descriptions of some of the Goodrich products for which every stockholder is a logical prospect.

Any company's body of shareholders, from a marketing and advertising standpoint, constitute a preferred

Should we abandon the excessive formality that still characterizes most reports to the stockholders, in favor of something which embodies a sales slant, and which more adequately fulfills its potentials as a public relations document?

GOODRICH PRODUCTS HAVE OUTSTANDING FEATURES



Mr. Tew Asks for Orders: "You can help increase the profits of your company," says Goodrich's president, in a letter on Page 1 of this folder, which went to stockholders with the newest annual statement. He suggests purchases of Goodrich products, requests stockholders to speak a "helpful word" to druggists and shoe store owners. This center spread gives the recipient a good idea of the wide variety of products the company makes. They are almost all products for which any shareholder's family is a prospect.

list of possible buyers: They have purchasing power, and they have, or should have, an already established direct interest in the company's welfare. To lose the opportunity of placing a sales message in their hands along with the annual report is to neglect a first-rate advertising opportunity, a contact which can be made at a cost which is but a fraction of the rate the firm would pay to reach these same persons through printed page advertising. The shareholders of U. S. Steel, du Pont, Standard Brands, General Motors, Johns-Manville and General Electric alone number almost a million within that handful of companies.

Entirely aside from this direct selling opportunity, however, there can be created a bigger, broader function of an annual report. It should be a public relations document.

Even though a report must contain certain formal statistics, it can and should accomplish something more.

than to provide a financial record of a year's activities. With a few interesting exceptions, reports of big companies are "dead pan" documents, about as human as a monkey wrench. They reflect, for the most part, little of the human side of big business or the philosophy of the management, or the company's relations with the public it serves.

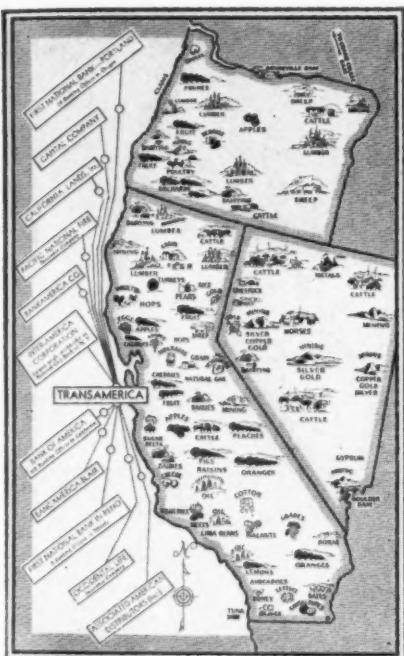
In reference to this, let's consider two significant trends which show up in what we consider the better of the new reports: One is the factual handling of the tax situation as it affects the company, with sharp criticism leveled in many cases at government spending. The other is a more readily discernible appreciation of the company's social and economic responsibility in reference to employment of more workers, payment of higher wage scales, and improvement of conditions among workers.

U. S. Steel, du Pont, American Sugar Refining, Goodrich, General

Motors, Philips Petroleum, Colgate and Johns-Manville were among those who devoted space in their reports to the present tax burdens carried by industry.

Steel says, tersely, following a table of figures on tax increases:

"The table above shows the extent to which current taxes have affected the corporation and subsidiary companies. New taxes already imposed by social security legislation and other enactments will result in substantial further immediate increases, and these in turn will be augmented still more by the higher rates which will become effective in future years. Based on the going rate of operations, the added taxes for these purposes alone will, it is estimated, amount to approximately \$4,500,000 for the year 1936."



Cherries, Rice, Turkeys: Transamerica's holding company interests are wide and varied. This two-color map in their annual statement shows the many industries their companies are sponsoring on the West Coast. Just one more way of making facts appealing to the investor who has a stake in company stock.

Du Pont directly attacks certain legislation against bigness:

"Corporations have for decades been encouraged, and by many states required, to operate through subsidiary corporations, in the interest of convenience and economy or in order to conform to the statutes. Almost over night the feeling has arisen in some quarters that in some unexplained way such organizations have a sinister object, and an effort has been made to destroy them by means of a multiple tax upon operations conducted through subsidiary corporations. This tax takes the form of an added tax on the earnings of such subsidiary companies when received by the parent company as dividends.

"A further distrust of bigness in business has been fostered, and to placate this fear higher rates of taxes have been levied upon companies with large earnings than upon companies with small earnings. This tax

Like the Old Lady in the Shoe: General Motors has many children. But she does seem to know very well what to do with them. Here the family is brought together and made intelligible for the stockholder. An insert in this year's annual report.

A 1936 Directory of GENERAL MOTORS Products

THIS year, as in previous years, we expect significant increases in sales and earnings. The company's products will be sold in more countries and more industries.



The few official years since 1989 have demonstrated the unusual and unprecedented character of present business conditions. Federal Reserve Board reports show that the postwar industry was often less cyclical than most other home industries by far during the depression or business. In fact prices seem as stable as ever before.

recognizes no relationship between the profits earned and the amount of capital employed, nor does it differentiate between large earnings accruing to a few individuals and an equal or lesser rate of earnings accruing to a great number of small stockholders. Such taxes may impose a disproportionate burden upon some corporations as compared with others, and certainly must burden unfairly the millions who have invested their small savings in large corporations.

"Large corporations have played a vital part in the development of the general welfare of the nation as evidenced by the progress made in recent years in several of the more important major industries, such as the automobile, electrical and chemical industries. Such industries have been built up to their present efficiency chiefly as the result of large-scale operations which have made possible the continued expenditure of large sums for research and development work without which their products could not have been brought to the present high state of quality and relatively low cost to the consumer.

"What would the selling prices of the automobile, the electric refrigerator, the radio and 'Cellophane' be today if the operating and technical organizations and the financial resources of large corporations had not been available for their development and continued improvement?"

S. Bayard Colgate, in his report, points out that total taxes of the company for the year 1935 amounted to

Not an Annual Report: But a specially framed sales message to stockholders, this beautifully designed folder sponsored by the Robert Gair Co., carries copy which builds confidence in the industry, sells the firm's facilities and craftsmanship, defines "Gair service."

\$6,361,303—a sum equal to 153.6% of net earnings and 216.1% of the dividends paid to stockholders; 11.1% of the total invested capital of the company, or \$3.25 per share of common stock. "I do not want to dwell unduly on this matter of taxation," Mr. Colgate wrote, "but it becomes increasingly clear that taxes must come out of payrolls or profits or must be passed on to the consumer."

Montgomery Ward says bluntly: "Both Federal and local taxes constitute an increasingly large item of expense. The trend in taxes is definitely upward and will so remain as long as governmental expenditures and borrowings continue to mount. Our 1935 tax bill was \$11,325,000, an increase of \$2,800,000 over last year. The company is required to file annually more than 1,600 tax returns."

The prevalence of such sentiments in reviews of the year in business is not without political significance, but it is even more important because of its marketing implications. Such increases in taxes, when translated into the additional sales volume which must be provided to care for them, give every marketing man much to think

(Continued on page 717)

American Coffee's Experience with Coupon Redemption Plans

Based on various tests with different types of premiums, this firm concludes that articles which can be offered for 50 cents or less, with a small number of coupons, have the best pulling power. Toys and kitchen utensils prove most popular

BY R. G. DROWN, JR.

MANY redemption methods are available to manufacturers who are contemplating the use of premiums in connection with their sales efforts, or who may be considering a change from their present plan to a different one.

Just now, the trend seems to be away from the standard redemption catalog, illustrating a wide variety of articles that can be obtained by the consumer without cost simply by saving the labels, coupons or other evidence of purchase. More and more manufacturers are turning to cash redemptions involving the purchase of two or three packages of their goods and the redemption of these two or three coupons, together with a cash payment, for various articles that are featured from time to time.

It is interesting to analyze the redemptions of a firm experienced in both these phases. To see which type of redemption "pulled" the strongest, which type of premiums proved the most popular, and what price range encouraged the greatest response.

The American Coffee Co., Inc., of New Orleans, with more than a quarter of a century of experience in the straight coupon redemption field, began a year or so ago to merchandise articles redemption of which involved a cash payment by the consumer. With each pound of French Market, St. Charles, Morning Joy, French Opera and their other brands of coffee, they packed a "dual use" coupon that could be used either for redeeming the free premiums shown in the regular catalog (a few of which were also named on the coupons themselves), or for securing other articles illustrated on the reverse side of the coupon and requiring three of the coupons and a cash payment.

The make-up of the coupon itself was believed to be unique in that it could be used in either way. Thus, when three of them were redeemed by

the housewife for a premium requiring a cash payment, three coupons that could ordinarily have been redeemed as part payment for a free premium were thereby retired from circulation at no extra expense to the company. Had separate coupons been packed, two to each pound of coffee, the consumer could have received the premium calling for a cash payment and likewise saved coupons for free premiums. This "dual" coupon undoubtedly cut down the percentage of total premium redemptions but at the same

time gave the consumer a choice of redemptions which, as far as the company has been able to ascertain, has been completely satisfactory.

Having kept a careful record of all types of redemptions, the American Coffee Co. is now in a position, after more than a year of study, to determine the popularity of the two types of premium appeal.

Free premiums, requiring coupons only, accounted for 82% of all redemptions during 1935. Premiums calling for three of these same coupons and a nominal cash payment of from 44 cents to \$1.49, depending upon the article featured in the various offers, were responsible for 18% of the total redemptions during the year.

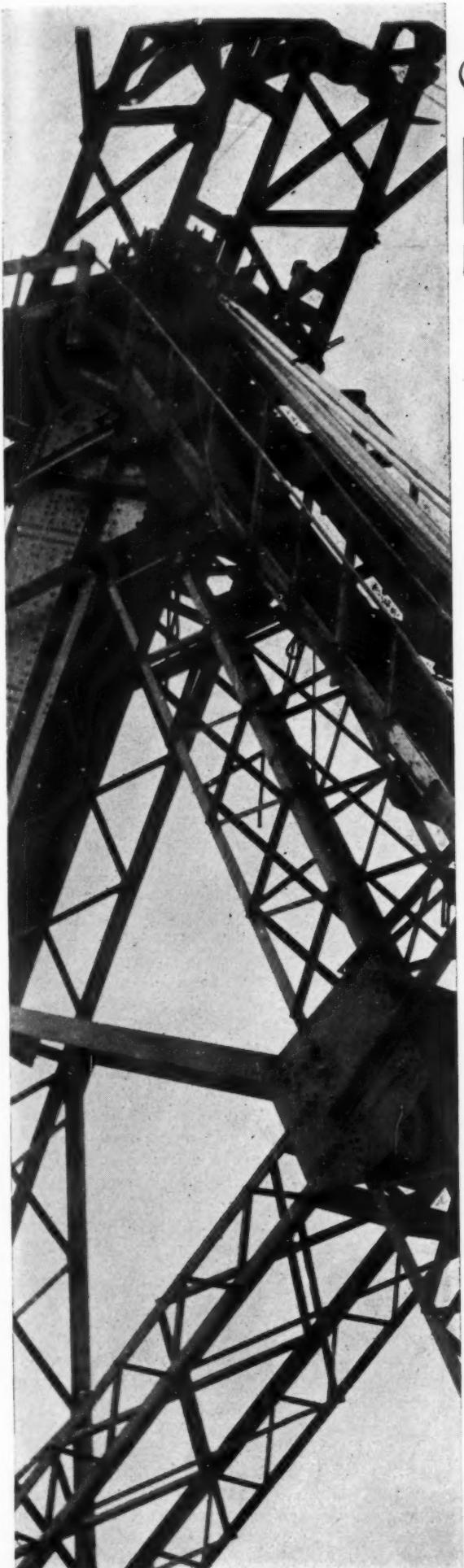
Inasmuch as a previous article* has analyzed this company's use of free premiums, we can concern ourselves here with the popularity of the various articles offered for a few coupons and a cash payment . . . that portion of the company's redemptions which accounted for 18% of the total.

By far the most successful offer made in this way involved a toy auto-

* "Feature Inexpensive Household Articles in Your Premium Offers"—SM, March 1, 1936.



"Hey, Marge, toss off a letter to the salesmen, will yuh? Bawl hell out of 'em for something and sign my initials."



Now IS THE TIME TO **BUILD** SALES TO NEW HEIGHTS

In Oklahoma City, General Business Shows a Steady Monthly Increase of 9.4% to 36.1%

Oklahoma City's business structure rose to new heights during March as bank debits increased 17% . . . lifting the total business volume to \$85,223,200! Retail credit sales during March increased 25% over last year, pointing to a strong feeling of confidence among buyers which has laid the foundation for banner business during the succeeding months.

It is a happy fact, known by most national advertisers, that the Oklahoma City market responds quickly and generously to advertising in the Oklahoman and Times. Build up your own sales volume in this market . . . Concentrate your advertising in the Oklahoman and Times. With their near saturation coverage, these newspapers will deliver your sales messages into more than 90% of Oklahoma City's homes; into over 63% in the trade area . . . at the LOWEST milline rate in the State.

The
DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

National Representative:
E. Katz Special Advertising Agency



mobile which was offered for several weeks prior to Christmas last year. This car called for three coffee coupons and 44 cents, plus an additional 15 cents for wrapping and mailing where it had to be shipped to localities outside New Orleans. This price range had always proved the most popular, many other types of articles having previously been offered for from 35 cents to 60 cents with pronounced success. The average monthly redemption on this little auto proved to be greater than that of all other "cash redemption" premiums combined, accounting for 58% of the total redemptions. The timeliness of the offer, when most parents were seeking novel and inexpensive toys for the children's Christmas, had a lot to do with the success of the offer and undoubtedly gave it an advantage over the other articles offered.

Aluminum ware was the most consistently used type of premium, four articles being illustrated on the coupons at various times. These included a "whole meal cooker" of the waterless type, eight-quart size, which required \$1.49 and three coupons for its redemption, chromium skillets calling for 79 cents, coffee pots costing the consumer 54 cents and saucepan sets for 74 cents. The latter two were offered only for a short while and were merchandised very little in comparison with the effort put behind the others. For these reasons their popularity was not believed by the company to be fairly represented by the figures which show that the coffee pots accounted for only 5% of the total redemptions and the saucepan set of three pans (one, two and three quarts in size), 3%.

The skillet, which was an outstanding value at the price for which it was offered, pulled 13% of the redemptions and the "whole meal cooker," despite its relatively high price, 10%.

Don't Ask More Than 50c Cash

Only one article of a more personal nature was made available. This was hosiery for women, which was offered for 69 cents and which brought in 11% of the redemptions. This type of article is extremely hard to sell "sight unseen" and the prevalence of 49-cent and 59-cent hose in the women's shops offered competition which affected the possible redemption of this particular offer, although the hose were actually \$1 retail values.

The average price asked by the company for its various items was 78 cents and it is definitely believed that articles that can be offered for 50 cents or less stand by far the best chance of succeeding. The auto, at 44 cents, and a "pickaninny" doll that had been of-

fered previously for 34 cents, conclusively proved this.

In planning its premium offers, the American Coffee Co. has adopted a policy of steering clear of novelty and fad items. Such articles are hard to describe in print and when the housewife is asked to pay for a premium she demands a very good idea of what the premium is and what it would ordinarily cost her if purchased through the usual retail channels.

Saucepans, coffee pots, skillets and similar homely items, in addition to familiar types of toys for special appeal to the children, have proved the most satisfactory. These are the same class of premiums that this firm has found most successful when offered for coupons alone.

The use of the "dual" coupon mentioned previously undoubtedly affected the number of cash redemptions and should be borne in mind when at-

tempting to draw definite conclusions as to the relative popularity of the two types of premium offers. Persons who decide to save for free premiums will have to find an article mighty attractive before they will sacrifice part of the "purchase price" of a free premium to use two or three of their certificates to obtain an item calling for a cash payment. For this reason it cannot be assumed that had separate coupons been packed for the two types of offers, 82% of the redemptions would have continued to be for free premiums and only 18% for those requiring cash.

However, this company's experience in a field which gives them access to a genuine cross-section of the nation's housewives does give other manufacturers and prospective premium-users a great many data upon which to base their own decision as to the method best fitted to their needs.

Shaw-Walker Uses Big New Book to Sell Its 8,000 Products

HERE are 8,000 items in the Shaw-Walker Co.'s line of office equipment. It took a lot of catalogs to cover that complex line: One for filing cabinets; one for steel furniture; one for bookkeeping forms; one for specialties; and so on. And price lists were separate. All these pieces cluttered up a buyer's book file. They were not always at hand when needed. They didn't do enough of the company's selling.

Now all that is changed. Shaw-Walker has consolidated all its catalogs, with selling copy, technical data and prices, into a single impressive Buyer's Guide. Its 480 pages paint a complete picture of everything the company makes, sectionalized by product groups.

This one big book, interestingly illustrated in color, tells a buyer everything he needs to know about a product in one spot. It does more—much more. It tells him all about the proper uses of that piece of equipment, suggesting service ideas that may never have occurred to him. Cross references lead him from one kind of equipment to another, showing how related groups improve office procedure, save time, and cut down costs. Even the index helps him solve problems of routine and records.

It is a *selling* book, designed to sell him the Shaw-Walker company, the Shaw-Walker plan of price protection, and the Shaw-Walker philosophy of office equipment. And it helps to

make him an authority on how to equip an office for greatest efficiency with all of the devices the industry has to offer—even how to lay out an office most effectively.

On March 1, Western Union messengers delivered 40,000 copies of the Shaw-Walker Buyer's Guide to the "right men" in practically every prospect company in the land. Then the company's salesmen everywhere began a quick follow-up campaign. It gave them something new and striking to talk about. It provided opportunity for them to touch dormant spots; to see men who had been holding them off with both hands; to make new contacts and freshen up old ones.

By the time Shaw-Walker men have done the whole mop-up job they will have covered the country with an intensity the company never before achieved.

Their aim is to show a purchasing agent or office manager that the Buyer's Guide is *his* book, useful to a high degree; a book that should never accumulate dust on top of any safe. It gives him so many data so clearly that he can save time and effort by buying from it—even by telephone or wire "without the confusion of calling in a lot of salesmen," the Shaw-Walker men suggest pointedly.

To make the presentation complete, interesting, and effective, the company has drilled a standard sales talk into all of its men. They have practiced it

(Continued on page 726)



has added *hundreds of thousands* of new customers for many advertisers

SELLING FIRST FAMILIES first is sound policy, whether you operate from coast to coast, or from house to house.

In national selling, the heaping up of sales and advertising effort in cities often means neglecting the 40% of sales that originate in places under 10,000.

It is even clearer today than four years ago that the First Families of Ruralaria are just as good customers as the best city families—far better than many city families. Spendable farm income is five times what it was in 1932. Country people are buying new automobiles faster than city people. This is no time to sell Ruralaria short!

Advertise first to first families—wherever they are. By all means advertise to First Families of Ruralaria before duplicating and reducing coverage in cities.

Since *Country Gentleman* advanced this principle, 190 advertisers have used *Country*

Gentleman for the first time and 155 advertisers have resumed regular schedules after an absence of two or more years. By including *Country Gentleman* in their advertising plans they have extended their market to hundreds of thousands of NEW, worth-while families.

By every standard of measurement, the 1,500,000 *Country Gentleman* families are First Families. Seventy per cent own homes. The ratio of automobile ownership to circulation is 105%.

Publications edited primarily for city people cannot possibly serve ALL the interests of *Country Gentleman* families as well as *Country Gentleman* does. For 3½ cents per family you can influence them with a page every month for a year.

If your product is one that most families can use or enjoy, *Country Gentleman* should be one of the first three magazines in your advertising plan.

COUNTRY GENTLEMAN

KEY TO 40% OF NATIONAL SALES POTENTIAL

THE CURTIS PUBLISHING COMPANY • Philadelphia • Boston • Chicago • Cleveland • Detroit • New York • San Francisco
MAY 1, 1936

How Cities Differ in Their Newspaper Reading Habits

PEOPLE in the national capital at Washington read more local newspapers per capita than do the residents of any other city. Wichita is second in the density of newspaper coverage; Kansas City, third; Dallas, fourth, and New York, fifth.

The big cities of the Southwest absorb more local daily and Sunday newspapers than do large cities elsewhere. New England cities, traditional homes of culture, read the fewest.

These are highlights from a pioneering study of newspaper circulations made for *SALES MANAGEMENT* by the Market Research Corporation of America by a method which is similar to that used for the profiles of cities and magazines appearing in our issues of February 15 and March 1.

The following method was used to build up the information which appears in the accompanying tables:

1. Cities studied are those in the 100,000 group.
2. Populations are for the "city zone," the boundaries of which are determined by the Audit Bureau of Circulations and agreed to by all newspapers.
3. Only those newspapers which are members of the A.B.C. appear in the tables. Comparable information is not obtainable for non-A.B.C. papers.
4. Circulations used are the net paid city zone figures as of the September 30, 1935, statements. No differentiation is shown between forced combinations and conditions where an advertiser may choose one edition only.
5. The circulation of the newspaper in the city zone was in each case divided by the population in thousands of the city zone, thus giving the density of coverage, in terms of 1,000 population. The study covers only the papers originating within each city.

As pointed out in the April 20 issue, page 624, approximately 244 copies are required for blanket coverage of families. Naturally it is more

significant if one newspaper gives that rather than a combination of competing papers, for some degree of duplication would exist through the latter.

According to the most recent figures available the circulation of all daily and Sunday newspapers in the United States is as follows:

Morning papers	14,486,455
Evening "	23,956,338
Sunday "	28,299,871
Total	66,742,664

When we project this against the total population we find that there is a total of 544 daily and Sunday papers circulated for each 1,000 population.

The circulation per 1,000 population in the 100,000 group of cities in the major geographical districts is as follows:

Southwest	717
Pacific & Rocky Mt. States	623
South	617
Middle West	573
North Atlantic Seaboard	444
New England	374

The editors believe that the relatively low showing of New England and the North Atlantic Seaboard cities is occasioned more by the density of population than by any difference in reading habits. Most of the cities which show low total circulations of local papers are those which are near such centers as Boston, New York, Philadelphia, Pittsburgh, Chicago, etc.

In constructing the following averages we have eliminated from con-

sideration 23 cities which suffer from competition of nearby metropolises and we find that cities in the group between 500,000 and 1,000,000 population seem to absorb more local newspapers than do those of any other group. In terms of local newspapers per 1,000 population the groups stand as follows:

Cities 500,000 to 999,999	804
" 250,000 to 499,999	663
" over 1,000,000	648
" 150,000 to 249,999	639
" 100,000 to 149,999	515

In the city tabulations that follow there are 100 morning, 174 evening and 146 Sunday A.B.C. papers.

Density of Newspaper Coverage by Cities

Net paid A.B.C. newspaper circulations per 1,000 population—combined Morning, Evening and Sunday newspapers originating within the city

1. Washington, D. C.	1,263
2. Wichita	1,021
3. Kansas City	975
4. Dallas	957
5. New York (Manhattan papers)	854
6. Miami	851
7. Baltimore	850
8. Nashville	839
9. Oklahoma City	826
10. Tulsa	809
11. Portland, Ore.	790
12. Chicago	763
12. Houston	763
14. Seattle	759
15. San Francisco	746
16. Atlanta	745
17. Omaha	739
18. Boston	738
19. Minneapolis	737
20. Denver	734
21. Fort Worth	721
22. Dayton	709
23. Buffalo	703
24. Syracuse	689
25. New Orleans	685
26. Cincinnati	673
26. Louisville	673
28. Spokane	667
29. Indianapolis	666
30. Los Angeles	663
31. St. Paul	659
32. Des Moines	656
33. Columbus	653
34. Evansville	652
35. Knoxville	649
36. San Antonio	648
37. Richmond	640
37. Peoria	640
39. Rochester	635
39. Albany	635
41. Detroit	623
42. San Diego	617
43. St. Louis	614
44. Little Rock	608
45. Tacoma	594
46. Jacksonville	577
47. Long Beach	575
48. Milwaukee	561
49. Worcester	559
50. Philadelphia	556
51. Salt Lake City	547
52. Memphis	541
53. South Bend	534
53. Reading	534
55. Chattanooga	533

(Continued on page 708)

This is the twenty-fourth of a series of surveys and studies made exclusively for *SALES MANAGEMENT* by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold.

How Leading City Markets Are Covered by Their Newspapers

This survey, prepared by the Market Research Corporation of America and SALES MANAGEMENT, shows in terms of net paid per 1,000 population in the city-zone area, the circulations of A B C newspapers originating within the city.

	City Zone Population	CIRCULATION PER 1,000 POPULATION					City Zone Population	CIRCULATION PER 1,000 POPULATION			
		Morn-ing	Even-ing	Sun-day	Total			Morn-ing	Even-ing	Sun-day	Total
NEW YORK							PITTSBURGH	1,072,545			
(a) BRONX	1,800,000	...	59	59	118		Post-Cazette	95	505
Home News		...	59	59	74		Press	...	109	111	...
(b) BROOKLYN	3,639,530	...	19	19	...		Sun-Telegraph	...	85	105	...
Eagle		...	20	16	...		NEARK	938,577	324
Times-Union		854		Call	...	61	...	
(c) MANHATTAN	7,512,509	...	34	62	...		Ledger	38	...	42	...
American		3	...	2	...		News	...	112	...	
Corriere d'America		21	...	19	...		Star-Eagle	71	
Herald Tribune		...	9	10	...		BALTIMORE	833,499	850
Jewish Daily Forward		...	6	7	...		News & Post	203	
Jewish Day		8	...	7	...		Sun	131	145	183	...
Jewish Morning Jrl.		...	67		Sunday American	188	...
Journal		54	...	51	...		CINCINNATI	685,945	673
Mirror		163	...	156	...		Enquirer	97	...	201	...
News		...	14		Post	...	168	...	
Post			Times-Star	207	
Progresso Italo-Americano		6	...	5	...		MILWAUKEE	680,434	561
Sun		33	...	34	...		Journal	...	158	147	...
Times		37	...	34	...		Sentinel	61	...	98	...
World-Telegram		...	46		Wisconsin Neus	...	97
(5 day average)		224		SAN FRANCISCO	637,212	746
(d) QUEENS	554,966		Call-Bulletin	...	132	...	
Jamaica		103	78		Chronicle	60	...	83	...
Long Island Press		...	43		Examiner	126	...	220	...
Long Island City	590,229		News	...	125	...	54
Long Island Star		...	161	...	161		HOBOKEN	631,727
(e) RICHMOND	159,370		Jersey Observer	...	54	...	
Staten Island Advance			JERSEY CITY	631,727	57
CHICAGO	3,440,420	...	97	...	763		Jersey Journal	...	57	...	
American		73	...	90	...		BUFFALO	613,506	703
Herald-Examiner		...	93		Courier-Express	152	...	136	...
Neus		...	62	48	...		News	...	202	...	
Times		153	...	147	...		Times	...	116	97	...
Tribune		556		KANSAS CITY	602,046	975
PHILADELPHIA	2,081,602	...	166		Journal-Post	...	100	83	...
Bulletin		74	...	121	...		Star	...	267	264	...
Inquirer		...	64		Times	261	
Public Ledger		63	...	68	...		WASHINGTON, D. C.	521,886	1263
Record			Herald	151	...	178	...
BOSTON	1,924,642	738		News	...	136	...	
Advertiser		76	...		Post	124	...	125	...
American		...	91		Star	...	190	194	...
Globe	30	57	86		Times	...	165	...	
Herald-Traveler	35	75	39		MINNEAPOLIS	488,687	737
Post	102	...	55		Journal	...	119	144	...
Record	81		Star	...	112	...	
Transcript	...	11	623		Tribune	69	90	203	...
DETROIT	1,770,745		NEW ORLEANS	473,225	685
Free Press	86	...	64		Item	...	110	...	
Neus	...	125	123		Tribune	54	
Times	...	119	106		Item-Tribune	131	...
LOS ANGELES	1,497,074	79	...	179	...		States	...	94	...	
Examiner		142		Times-Picayune	129	...	167	...
Herald & Express	49		OAKLAND	432,898	348
Ill. Daily Neus	...	41		Post-Inquirer	...	103	...	
Neus	...	69	...	104	...		Tribune	...	127	118	...
Times	...	100	614		INDIANAPOLIS	422,666	666
ST. LOUIS	1,141,593		News	...	203	...	
Globe-Democrat	108	...	106		Star	129	...	192	...
Post-Dispatch	...	142	158		Times	...	142	...	
Star-Times	...	100		SEATTLE	390,646	759
CLEVELAND	1,111,449	511		Post-Intelligencer	131	...	151	...
News	...	80	...	179	...		Star	...	132	...	
Plain Dealer	99	...	153		Times	...	178	167	...
Press						

(Continued on Page 694)



People on the way up

People go *up* in this country in proportion as *things* go down. The standard of living increases as the cost of the products of industry decreases. Businesses grow greater as their prices grow smaller.

THESE TRUTHS American business today regards as fundamental. They were not so regarded in the days when The Saturday Evening Post published its famous editorial creed entitled: "People On The Way Up."

In those days magazines were edited for small audiences; businesses were small because their prices were high and their markets narrow. Thus magazines were 35 cents; low-priced automobiles were \$1500; a can of soup was 25 cents; a good camera cost \$50.

The Post set out boldly to sell not a few magazines at a high price, but millions of copies at a low price. Far-seeing manufacturers shared the spirit of that enterprise and matched its progress. They and the Post grew great together. Year by year the Post added more and more "people on the way up," and these manufacturers developed more and more of the magic possibilities of mass selling.

In the years when the Post was climbing from thousands to a circulation of three million, the \$1500 automobile became a much finer automobile at \$600; the \$50 camera became

a much superior one at \$17.50 the 25-cent can of soup became a better can of soup at 10 cents.

This is the story of the creation of modern America. It is the story of advertising. It represents something fundamentally new in human thinking—the idea that the way to big business is through lower prices; that people can go up and up if the cost of things can be kept going down. This truth ought to be everywhere understood and accepted, but, like every fundamental truth, it needs constant reiteration and the reinforcement of fresh example.

As the leader in the creation of modern advertising, The Saturday Evening Post has a public obligation to see that advertising is understood, and that truthful advertising is trusted. That obligation it proposes to discharge in a series of concrete human interest stories taken out of the private history of America's leading businesses.

We commend these advertisements to men, women, and businesses on the way up.

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

How Leading Cities Are Covered by Their Newspapers

(Continued from Page 691)

	City Zone Population	CIRCULATION PER 1,000 POPULATION			
		Morn- ing	Even- ing	Sun- day	Total
BIRMINGHAM.....	383,157	35	390
<i>Age-Herald</i>		123	134	...	
<i>News</i>		98	
<i>Post</i>		112	112	...	
ATLANTA.....	360,692	143	...	138	745
<i>Constitution</i>		122	
<i>Georgian</i>		118	
<i>Sunday American</i>		112	
<i>Journal</i>		112	
PROVIDENCE.....	346,348	201	...	148	470
<i>Bulletin</i>		53	
<i>Journal</i>		112	
<i>News-Tribune</i>		112	
LOUISVILLE.....	345,510	115	...	247	673
<i>Courier-Journal</i>		199	
<i>Times</i>		112	
ROCHESTER.....	328,132	131	...	154	635
<i>Democrat & Chronicle</i>		104	
<i>Times-Union</i>		104	
<i>Journal</i>		104	
<i>Sunday American</i>		104	
TOLEDO.....	320,484	235	360
<i>Blade</i>		125	
<i>News-Bee</i>		127	...	177	790
PORTRLAND, ORE.....	314,785	184	...	159	653
<i>News-Telegram</i>		151	
<i>Oregonian</i>		290	...	212	
COLUMBUS.....	311,653	186	...	187	659
<i>Citizen</i>		106	
<i>Dispatch</i>		163	
ST. PAUL.....	293,965	180	...	187	763
<i>Pioneer Press</i>		138	...	157	
<i>Dispatch</i>		134	
<i>News</i>		278	...	285	
HOUSTON.....	293,409	87	...	84	957
<i>Chronicle</i>		110	...	105	
<i>Post</i>		148	...	150	
<i>Press</i>		111	
DENVER.....	287,861	134	...	169	541
<i>Post</i>		138	...	164	
<i>Rocky Mountain News</i>		189	...	164	
DALLAS.....	273,297	278	...	285	734
<i>Dispatch</i>		87	...	84	
<i>News</i>		110	...	105	
<i>Journal</i>		148	...	150	
<i>Times-Herald</i>		111	
MEMPHIS.....	260,049	186	...	199	739
<i>Commercial Appeal</i>		164	
<i>Press-Scimitar</i>		178	...	164	
OMAHA.....	256,054	129	...	151	449
<i>Bee-News</i>		26	...	196	
<i>World-Herald</i>		128	...	209	
AKRON.....	255,040	189	...	148	648
<i>Beacon-Journal</i>		112	...	116	
<i>Times-Press</i>		136	...	127	
SAN ANTONIO.....	254,562	180	...	167	709
<i>Express</i>		189	...	148	
DAYTON.....	225,609	129	...	167	409
<i>Herald</i>		102	...	149	
<i>Journal</i>		156	...	123	
<i>Neus</i>		129	...	94	
HARTFORD.....	221,940	128	...	133	689
<i>Courant</i>		156	...	102	
<i>Press</i>		129	...	75	
SYRACUSE.....	217,312	128	...	152	534
<i>Herald</i>		156	...	121	
<i>Journal</i>		129	...	102	
<i>Sunday American</i>		156	...	95	
<i>Post-Standard</i>		129	...	161	

City Zone Population	CIRCULATION PER 1,000 POPULATION			
	Morn- ing	Even- ing	Sun- day	Total
OKLAHOMA CITY.....	202,662	...	110	826
<i>Oklahoma News</i>		182	...	
<i>Oklahoman</i>		215	...	
<i>Times</i>	
NEW HAVEN.....	196,192	81	...	81
<i>Journal-Courier</i>	
YOUNGSTOWN.....	195,924	365
<i>Telegram</i>		83	...	
<i>Vindicator</i>		143	139	640
RICHMOND.....	195,696	...	250	...
<i>News-Leader</i>	
<i>Times-Dispatch</i>		192	198	559
WORCESTER.....	195,311	121	...	443
<i>Telegram</i>		176	...	
<i>Gazette</i>		100	...	
NORFOLK.....	184,949	...	137	...
<i>Ledger-Dispatch</i>		150	156	
<i>Virginian-Pilot</i>	
NASHVILLE.....	184,353	...	156	839
<i>Banner</i>		182	...	
<i>Tennessean</i>		162	186	528
BRIDGEPORT.....	183,146	...	74	...
<i>Herald</i>		157	106	
<i>Post</i>		60	...	
<i>Telegram</i>		131	...	
<i>Times-Star</i>	
PASSAIC.....	178,355	...	133	133
<i>Herald-News</i>	
GRAND RAPIDS.....	168,592	84	116	477
<i>Herald</i>		277	...	
DES MOINES.....	167,048	84	278	656
<i>Register</i>		294	...	
<i>Tribune</i>		141	230	721
FORT WORTH.....	165,447	155
<i>Press</i>		235	226	169
SAN DIEGO.....	160,721	108	...	617
<i>Sun</i>		159	...	
FLINT.....	158,474	140	210	461
<i>Journal</i>		235	226	
DAVENPORT.....	148,332	107	62	809
<i>Times</i>		192	196	
TULSA.....	147,961	210	211	577
<i>Tribune</i>		177	...	
JACKSONVILLE.....	146,259	200	...	547
<i>Florida Times-Union</i>		89	...	
LONG BEACH.....	144,964	216	271	575
<i>Press-Telegram</i>		88	...	
SCRANTON.....	143,433	113	116	429
<i>Republican</i>		200	...	
<i>Scrantonian</i>		110	...	
<i>Times</i>		110	...	
SALT LAKE CITY.....	140,267	128	220	...
<i>Deseret News</i>		110	...	
<i>Tribune</i>		102	...	
<i>Telegram</i>		102	...	
ALBANY.....	140,157	89	121	635
<i>Knickbocker Press</i>		152	...	
<i>News</i>		152	121	
<i>Times-Union</i>		121	...	
PATERSON.....	138,513	71	...	164
<i>News</i>		93	...	
<i>Call</i>	
CAMDEN.....	137,127	44	199	243
<i>Courier</i>	
<i>Post</i>		44	...	
YONKERS.....	134,646	169	...	169
<i>Herald-Statesman</i>		169	...	
SOUTH BEND.....	132,823	102	95	534
<i>News-Times</i>		176	161	
<i>Tribune</i>		161	...	

(Continued on Page 708)



Only one way TO REACH THE BRIDES...IN THE JOURNAL PART OF NEW YORK

ONLY one way to send them to your dealers, asking for all of the hundreds of new things the new home needs. SOME few of them may be reached by other means, but there is only one way to reach them ALL. For there is one thing, and only one, which ALL of them have in common . . . their preference for the New York Evening Journal. Year after year the Journal has been, and now is, their favorite newspaper.

They were brought up on the Journal . . . its comics, its features, its way of handling news, its wealth of

photographic illustrations. Now they are on their own, new families in America's greatest market place . . . They and their brothers and sisters, in 680,000 substantial homes, are the *Journal Part of New York*.

You know beyond doubt, that they form a group apart. For they prefer the *Journal . . . and no other New York paper is like the Journal!*

Their patronage can well mean the difference between profit and loss to any manufacturer. To secure and hold this patronage, there is only one way . . . *the Journal*.

NEW YORK EVENING JOURNAL

NATIONALLY REPRESENTED BY HEARST INTERNATIONAL ADVERTISING SERVICE. RODNEY E. BOONE, GENERAL MANAGER

MAY 1, 1936



[695]

This GE distributor was not interested in run-of-the-mill manpower. A full-page want ad, a carefully rehearsed "first interview," three days of training, produced high-calibre men who are permanent assets

We Wanted Only Intelligent Salesmen; This Plan Found Them—and Kept Them

R. COOPER, Jr., of Chicago, wanted 50 salesmen. So he cracked down with a full-page color advertisement—black, orange and red—in the Chicago Sunday Tribune. Red type, four inches high, screamed:

WANTED: SALESMEN

In size it was probably the world's record want ad. He got his men. Wondering if there might not be a bit more to the story a scout for SM was sent around to reconnoitre. Sam Nides, of the Cooper sales staff, gave enlightenment.

"We sincerely wanted salesmen," he said, "but we wanted more than that. We wanted to attract men who ordinarily do not read the classified help wanted columns. We desired to catch the eyes of men who might be employed.

"We had been working for four or five months preparing a sales campaign and we wanted to talk to quality men. Usually when an organization puts a Men Wanted advertisement in the classified columns of a newspaper a large number of men show up.

"Generally they are received in some small room. A few get chairs. The rest stand around on one foot and then on the other, or lean against the walls. The men get weary, bored and disgruntled waiting to be interviewed. The interview is usually routine and unsatisfactory to both sides.

"We wanted to get away from that, as far as possible, and we made careful plans to create an entirely different atmosphere. I think we did."

R. Cooper distributes the General Electric line of household appliances—refrigerators, washers, ironers, vacuum cleaners, electric ranges, dishwashers, water coolers, air conditioners, etc.,—over the northern two-thirds of Illinois and in three counties in Indiana.

The color page carried a sales talk, directed somewhat to the buying public, and listed 93 stores where General Electric products could be bought. Mr. Nides continues:

"The men who answered the advertisement were directed to report in our sales room in the Loop. District managers were brought in in advance and given a careful rehearsal. The interviews were worked out and written with as much care as a motion picture scenario. We even had a 'greeter' at the door and his greeting was written and rehearsed.

"Each district manager was given a desk in the show room and a card giving his name was placed on the desk. We wanted the applicant to be at ease, to know the name of the man to whom he was talking. When you don't know a man's name, or his position, you are at a disadvantage. It isn't fair.

"We treated every applicant with as much consideration as we would a potential customer for 18 refrigerators.

tors. He was courteously shown through the display room and informed fully as to the line. Our advertising was placed on tables. The men didn't have to sit around or stand and read out-of-date periodicals while waiting.

"Mr. Cooper was on hand and walked around meeting the men and talking with them. Every man who appeared, whether he was employed or not, received a personal letter from Mr. Cooper thanking him.

"We were seeking men who had good appearance, intelligence, and ability to meet strangers and talk to them easily. Experience meant something but, more, we wanted men who might react to training. Those whom we accepted were given a three-day training course and then were sent out to work under skilled salesmen.

"Our selections were made so carefully that after six weeks I can say there has been almost no mortality.

"In our interviews we told the men about our coming advertising and sales campaign. We told them how we were going into the biggest newspaper advertising campaign in the history of the company—a black-and-white display campaign to appear in the Evening American and the Daily News, and 13 color pages scheduled for the Tribune with one double-truck color smash on May 10. (This last, I think, is the first two-page color advertisement in the history of newspaper publishing). We told them how we were using 80 boards in our outdoor campaign centered on laundry equipment, and about our twice-a-week programs on the radio over WMAQ.

"We explained our direct mail campaign and our window displays

(Continued on page 716)



Swinging It: With the nation's dance bands "swinging" virtually all tunes, McKesson & Robbins' Calox tooth powder puts a bit of swing into its window displays. The exhibit is appearing in drug stores, summoning up remembrance of "the Forgotten 60."



Insist on getting the quota-breaking help of these Volunteer Salesmen

There are volume sales to be made economically in the preferred-prospect market of The New York Times. Just your sales to these "push-over" purchasers alone will probably be equal to the amount you can produce in several good-sized cities. But selling these buying-leaders in The Times audience sets off a train of sales.

These customers become volunteer salesmen for your product. You have set in motion a powerful selling force. This unseen plus-value of advertising in The Times is operating for you in every neighborhood. It digs up prospects for you that salesmen

would seldom or never find.

And not only is this quota-breaking stimulant being applied to your sales in New York but in thousands of towns throughout the country. Persons whom your salesmen would break an arm to sell because of their influence in the community are reached and sold with ease by advertising in The Times.

Find out about the advertisers who, using The Times alone, have demonstrated the far-reaching sales building power of this leading New York advertising medium. Write or telephone at once for the facts that will help you laugh at sales quotas.

The New York Times





Interior of one of the cars—in the Rexall "confidence and prosperity train"—that duplicates a drug store on a small scale. Fittings are by Pittsburgh Plate Glass Co.

Marketing Flashes

[New Products—New Jobs—Sales Strategy—Promotions]
—Rexall, RCA Victor Send Trains of Goods, Good Will

Rexall Train

On April 18 a 12-car, streamlined train pulled out of Boston. It was the Rexall Coast-to-Coast Special starting an eight months tour of these United States. Before it is retired to pant at ease in the roundhouse, the limited will have rolled 29,000 miles, stopped at 147 cities, been inspected by more than a half million people, served as convention headquarters for 30,000 Rexall druggists.

Louis K. Liggett, president of United Drug, explains the tour's purpose as "a series of old-fashioned New Year's calls. We are carrying the crew to show how to do business, but we are not asking for business."

The train, for the first time in the history of railroading, embodies all the equipment, quarters for personnel, and entertainment facilities that would be found at a convention in a big hotel. Each of the Pullman cars is named for a Rexall product: "Bisma-Rex" displays medicines and hospital supplies; "Cara Nome" is loaded with toilet goods, candy, sundries. President Liggett's private car is called "Puretest."

Inside the car named "Ad-Vantages" is a model drug store with a prescription department, shelf and counter displays, and a soda fountain. At the entrance is a regulation store front especially designed by Pittsburgh Plate Glass Co., to save space and yet look large.

Two lecture cars will seat 200 at convention sessions. With the lounge car, these will be ballrooms in the eve-

nings; music by the train's own orchestra. Buffet lunches and suppers will be served to the 30,000 Rexall delegates in the diner.

The 40 people who are on board—United Drug executives, demonstrators, porters, chefs, etc.—enjoy such conveniences as air conditioning, typewriters, and other last-word gadgets.

So elaborate and comprehensive are the exhibits and convention plans that Rexall dealers and the public will be mightily impressed. There's been nothing like it in drugdom.

RCA Victor Has One, Too

A trifle less pretentious is the Philadelphia Orchestra-RCA Victor special train. Its ten cars will cover 11,113 miles, halt at 27 cities, carry the orchestra and famous Conductor Leopold Stokowski for the glory of music and RCA records and radio.

Dealers in each city are pooling advertising, tying-in record-selling and radios with the appearance of the orchestra in local concerts. Audiences are presented with a de luxe program containing pictures of the musicians, the train, all RCA Victor phonographs and radios, and lists of Philadelphia Orchestra recordings under Stokowski's baton. Store displays will work up interest before and during the concert dates.

The public will be invited to visit the train and listen to a swank Victor D-22 machine and a library of recorded music. A Victor fox terrier,

who understands his master's voice, is acting as mascot on the five-week trek.

Plymouth Larns 'Em

All 12,000 Plymouth Motors dealers are sending their mechanics to school to learn how to be better servicemen. By talkie films they will study, in their own shops, such technical subjects as collision repairs, clutch and transmission, motor tune-up.

After the course, written examinations will be conducted by factory representatives, and the test papers forwarded to Plymouth's Service Department in Detroit. Papers are to be graded there. Those who flunk will get another chance after more study.

"Every service man who attains passing grades will be a highly skilled specialist in modern automotive maintenance," says J. C. McCrimmon, Plymouth director of service.

Educators rated sound-film instruction many times more effective than text-books. Therefore that method was adopted for the Plymouth "school-rooms."

Keglined, Vol. 1, No. 1

American Can Co. brings out the first issue of *The Keglined Merchantiser*, a monthly for brewers and beer distributors. A page is devoted to the art of constructing good counter displays; the test town of Waterbury, Conn., is surveyed for canned beer preferences; Canco radio and newspaper ads are described. Cone-topped cans and bottles, it is not surprising to note, make a sorry showing compared to the flat-top Keglined.

SO of Ind. to Storm Cellar

With funnel-shaped typhoons of anti-chain legislation on the horizon, the Standard Oil Co. of Indiana is diving for dugouts. Its company-owned or controlled service stations numbered 11,685 at the beginning of last year. At the start of 1936 they totaled only 7,576. And the barometer is still falling. The stations are being sold or leased to individuals, who will continue to handle Standard products.

President Edward G. Seubert, in announcing these figures, declares the movement to turn stations over to private ownership was begun in Iowa. In that state a miscellany of "Sock the Chains" laws virtually legislated company-owned stations out of business.

To President Seubert's surprise, private ownership shoved gallonage figures upward. New highs were chalked for all kinds of sales. Tests were made in other states, with similar glad-some results. Believing more trade is

"Say, Wilson!

Why can't your department do as well?"

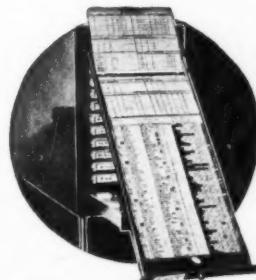


"OUR accounting department collects *all of the* money on an order shipped, because just *that* is expected of them, and nothing short of it.

"Do your salesmen sell *everyone* who makes an inquiry concerning our products? Do they sell each customer *all that he needs* to buy or just a part of it? Why can't we have the same efficiency in each department?"

The sales manager was ready with the answer, "We can and we should show the same efficiency. The accounting department has Acme Visible Equipment on their accounts receivable; it provides a means for collecting on the date due—all that is due!"

"I want the same Acme Visible Equipment in the sales Department to show what *each* customer should purchase, when a particular volume is slipping—so as to build it up from headquarters. The most effective sales work we can do is through the record we keep of our customers. To sell a customer only a part of his needs is comparable with accepting a payment on account and being grateful for that! What we need are the



You should have the Acme booklet entitled "Profitable Business Control". Please check and mail coupon.

ACME CARD SYSTEM COMPANY.

5 South Michigan Avenue, Chicago, Illinois

SM 5-36

() Send "Profitable Business Control" booklet.
() Send Acme illustrated catalog.
() Send sample forms for _____ record.

NAME _____

FIRM _____

ADDRESS _____

CITY _____ STATE _____

ACME VISIBLE RECORDS

World's Largest Exclusive Manufacturer
of Visible Record Equipment

possible under this system, it is being extended. In the end, all stations may be turned over to private owners.

Instead of being an employer, SO of Ind. becomes lessor, wholesaler, and adviser. What changes will follow in company advertising are as yet known only to the gods—and to SO of Ind.

Billiards to Soda

Soda fountains have been added to the line of the Brunswick-Balke-Collender Co., of Chicago, pioneer manufacturer of billiard and bar fixtures. Known as the Brunswick fountain, production will start with 12 stock patterns in a variety of sizes. Brine coils are eliminated in favor of a dry coil system. A national advertising campaign, in trade journals, will be started soon through Henri, Hurst & McDonald. The company at one time made Brunswick radios and phonograph records.

Double Header

A regular 30-cent size package of New-Skin and a dime trial size bottle of Zonite, both for 30 cents, are on drug store counters. Window displays and counter cards are being supplied dealers by the two companies.

McCann-Erickson, agents for Zonite and New-Skin, arranged the deal. Not entirely new (Camay soap and Menken's Skin Balm had a somewhat similar joint venture last March and similar deals between razors and shaving creams are commonplace), the idea is sufficiently fresh to warrant watching. Maybe it indicates a trend. Other related, but non-competitive, products may unite in "a long pull, a strong pull, and a pull all together."

Fresh Fields

A. E. Holstedt heads a new department of employee relations for the Crane Co. He formerly held a similar position with Wilson & Co., packers. Prior to that he was with Western Electric for many years.

Johns-Manville Corp. announces the appointment of R. L. Johnson to asst. s.p. mgr., merchandising division; and A. E. Phoenix to the same post with the industrial division. Mr. Johnson was formerly s.m. of Distilled Liquors Corp. Mr. Phoenix was in charge of s.p. for the Celite Corp. When J-M took over Celite in 1928 he went too.

The Industrial Corp., management engineers engaged in financial, industrial and marketing studies for over 20 years, opens a New York office in addition to offices in Philadelphia, Baltimore and Richmond. Howard C. Haupt, formerly with Crossley, Inc., will be in charge.

Idea-a-Week "Laboratory" Helps Pioneer's Business

BUSINESS is good this year for Pioneer Suspender Co. One reason for this is that Pioneer's "laboratory" continues to turn out at least one idea every week. They aren't all good ideas; but some are. And those good ones have been converted into new-type braces, belts or garters, or improvements in the old ones. This laboratory process of developing things at the factory in Philadelphia based on original ideas, or ideas that come from retailers—even from customers who talk to clerks in the presence of ever-listening Pioneer men—keeps the Pioneer line always fresh and new and *salable*.

This policy of freshness, newness, originality—probably applicable in any business—has produced such merchandise as that shown at the bottom of this page.

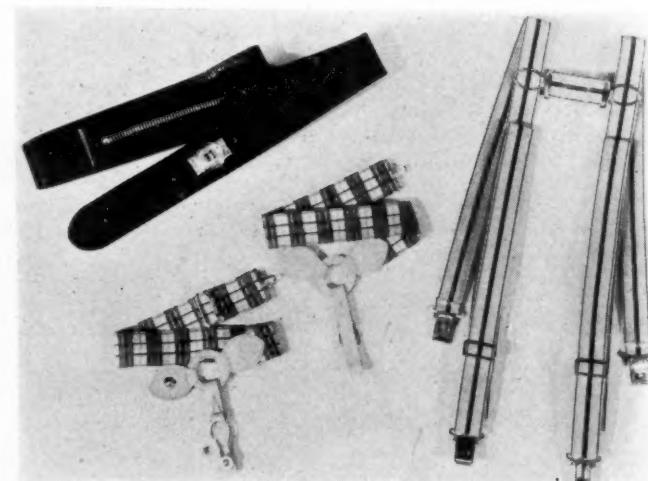
Because users of suspenders are men of every shape and size Pioneer added a "custom fit" back to its standard braces that are equipped with clasps to grip trousers anywhere instead of attaching only where buttons happen to be placed by pants makers. If the wearer is short these metal slides in the back are moved down on the web until the cross piece comes at the exact place that fits the user. If the wearer is tall, the cross piece can be raised. If he has uneven shoulders, one of the metal slides can be moved up and the other down. If he is slope-shouldered and ordinary braces have a way of slipping off, he need only move the adjustment up until the control comes at a point that keeps the braces on his shoulders. If he is broad-shouldered, the elastic cross-

piece compensates for this. Thus the "laboratory" makes braces more usable—and more salable.

Because the ordinary buckle on a belt provides only about five positions that do not always perfectly fit the wearer, the "laboratory" added a slide fastener with 40 adjustments, one-sixteenth inch apart, and a device for locking and releasing at any one of the 40. The "laboratory" produced this because some customers complained their belts dug into them when they were crouched over a wheel, driving a car.

A third exhibit, shown in the illustration, is a pair of garters with a soft leather ring holding the pendant attachment for socks. This was developed because the company learned that one man out of every three adjusts his garter attachment directly on the front of his shinbone—with unpleasant resultant pressure. The soft, calf-skin ring which Pioneer conceived permits the pendant leather attachment to swing comfortably to one side or the other without forcing a man to change his shinbone habit.

Thus the idea-a-week "laboratory" pays for itself time after time every year. It helps to make Pioneer products appeal to customers and thus to dealers. It supports the consumer advertising, the up-to-the-minute styling and modern packaging, the merchandising ideas, display set-ups and close servicing that Pioneer gives its whole line. Many of the "laboratory's" ideas turn out to be worthless, but the necessity of developing at least one every week has made the Pioneer plan pay.



"Laboratory" ideas made Pioneer products like these more salable—suspenders with a sliding cross-piece at the back to fit any shape user; belt with 40 adjustments instead of five; garters with a soft leather ring easy on shinbones.

Magazine and Radio Expenditures

(April and year to date)

Compiled for SALES MANAGEMENT by Publishers' Information Bureau, Inc.

Class	NATIONAL MAGAZINES				RADIO			
	April 1936	1935	January-April 1936	1935	March 1936	1935	January-March 1936	1935
1. Automobiles	\$ 1,705,562	\$ 1,207,987	\$ 4,428,664	\$ 2,857,743	\$ 428,475	\$ 346,709	\$ 1,136,853	\$ 1,042,807
2. Auto Accessories	618,090	548,557	1,413,609	1,128,771	447,904	339,450	1,274,598	891,304
3. Clothing	674,208	642,103	1,647,425	1,385,930	42,878	62,409	105,741	130,523
4. Communication	95,202	74,492	274,029	238,222	—	—	—	—
5. Elec. Household Equipment	773,143	696,238	1,387,506	1,349,088	15,948	86,287	31,748	149,627
6. Elec. Structural Equipment	83,187	40,481	251,280	112,464	—	—	—	—
7. Financial	417,377	366,160	1,163,953	1,050,359	52,855	41,865	136,761	134,700
8. Foods	1,584,630	1,474,982	5,330,743	5,099,100	1,047,245	965,127	2,799,343	2,831,901
9. Food Beverages	453,151	390,021	1,257,091	1,097,016	332,042	284,663	1,063,295	836,024
10. Beer, Wines and Liquors	333,854	382,877	994,140	1,178,237	—	—	—	—
11. Confections	132,003	196,281	291,991	459,540	120,640	190,419	353,217	561,500
12. House Furnishings	570,193	526,982	1,176,627	1,104,336	36,000	20,948	95,283	39,720
13. Kitchen Supplies	210,916	232,699	461,633	439,066	53,087	37,082	152,507	90,175
14. Soaps, Cleansers	541,373	522,727	1,701,866	1,603,269	267,405	159,982	679,597	470,553
15. Jewelry, Clocks, Watches	42,649	13,494	115,151	42,652	34,980	4,978	58,538	12,482
16. Machinery	40,343	39,800	157,479	124,333	—	—	—	—
17. Office Supplies	206,265	197,989	502,009	545,347	100,488	27,324	312,156	52,719
18. Publications	145,233	140,684	497,312	421,582	19,968	37,403	62,544	123,747
19. Radios	123,800	104,998	468,440	299,918	121,340	95,051	310,971	282,898
20. Smoking Materials	586,414	641,384	1,900,371	1,875,817	380,415	306,406	1,078,213	920,626
21. Sporting Goods	186,080	188,512	597,465	630,089	—	—	—	—
22. Structural Materials	123,775	70,730	305,077	189,998	17,824	16,082	58,948	47,912
23. Structural Fixtures	288,872	207,153	508,519	329,666	105,893	22,015	246,872	55,602
24. Toilet Goods	1,744,297	1,872,050	4,952,877	5,575,962	1,161,925	1,047,613	3,076,412	3,032,706
25. Medical Supplies	744,539	849,003	2,850,576	3,004,544	444,822	672,582	1,454,898	1,999,491
26. Travel and Accommodations*	537,474	539,443	1,438,642	1,287,060	5,220	8,949	19,332	18,342
27. Miscellaneous	1,246,465	979,563	4,041,230	3,176,977	162,868	81,517	418,759	206,268
Total	\$14,209,095	\$13,147,390	\$40,115,705	\$36,607,086	\$5,400,222	\$4,854,861	\$14,926,586	\$13,931,627
Increase	8.07%	9.03%			11.23%	7.13%		

Note—The National Magazines checked total 104 publications, 13 weeklies and semi-monthlies for March and 91 monthlies, including *Vogue* for April. All figures are based on one-time or single insertion rates.

Note—Network Radio Broadcasting figures cover national or chain broadcasting carried over the networks of the National Broadcasting Company, Columbia Broadcasting System and the Mutual Broadcasting System for 1936. The figures cover facilities only and do not include talent.

Pennsylvania Now a \$60,000,000

Market for Hard Liquor

PENNSYLVANIANS are now spending between \$6 and \$7 per capita annually for distilled liquors and, if Allegheny County sales are typical, 35.5% of the gallon volume goes to blends of various types; 28%, straight rye; 17.6%, straight whiskies; 9.5%, domestic gin; 3.8%, bourbon; and 1.0, Scotch.

An analysis of sales during the last half of the year made by the Pittsburgh Press from official data supplied by the Pennsylvania Liquor Control Board shows that in Western Pennsylvania the following were outstanding leaders: Gibson's in blended rye, Lucky Star in straight blends, Cobb's Creek in blends of whiskies and spirits, Town Tavern in straight rye; Old Prentiss in straight whiskies, Old Overholt in bonded, "83" in Canadian bonded, Vat 69 in Scotch, Cavalier in American gin, Hennessy 3 Star in brandy, and Old Mr. Boston in sloe gin.

Tastes in Pennsylvania differ quite radically from those in Ohio, where similarly accurate records are available through state control. The Cleveland Press analysis (SM, Dec. 15, 1935) showed that 44.2% of the dollar volume went to bourbon; in Pennsylvania bourbon sales are but a small fraction of rye. Ohio also consumes more Scotch; Pennsylvania leans more heavily towards blends.

Elaborate charts and scales in the Pittsburgh Press analysis make possible a detailed study of the sales of various types of liquors by weeks in the Western Pennsylvania market and this information is augmented by a number of tables and charts clearly defining the relations existing between the various types of liquors. Tables and charts are also included to show gallon sales by types and by weeks and the percentage the sales of each type were to total weekly sales.

Tables are also shown indicating

gallon sales by leading brands of each type of liquor on sale in the Western Pennsylvania market during the six-month period covered by the analysis.

Another chart indicates percentage of sales volume at individual prices for both whiskies and gins and this information is further consolidated in another chart indicating type and size preference by price zones. For example, among blended and straight whiskies, 49% of all pints were sold at 65 cents; 45% of all fifths at \$1, and 52% of all quarts at \$1.50.

Per capita sales figures for various sections of the state, as well as comparisons of population and liquor sales, are also shown.

Another interesting page in the study shows in graphic form exactly what influence major holidays have in increasing normal liquor sales.

The entire study presents a conclusive picture of how liquor sales in Pennsylvania are concentrated in well defined areas of the state, and the last page of the book indicates in chart form the degree of concentration of Pittsburgh newspaper circulations in the various sections of the Western Pennsylvania territory.

News Flashes... from

McGRAW-HILL EDITORS SEE NEW PROFIT OPPORTUNITIES IN CAPITAL GOODS MARKETS

**Materials and Equipment Sales
Trend Upwards as Production of
Durable Goods Speeds Up**

First Quarter Figures Impressive

METAL WORKING



K. H. CONDIT
Editor
American
Machinist

65% of the metal-working machinery of this industry is over 10 years old. In other words . . . obsoletel And the Industry knows it!

This startling figure, developed by *American Machinist's* 1935 Inventory, clearly shows how five depression years have dammed up the normal flow of capital into new and improved machinery.

Since the remarkably successful Machine Tool Show last fall, many equipment manufacturers have been working double shifts, some even three shifts. Domestic sales of machine tools are now reported to be running at the highest levels since 1929. And there is every reason to believe that the replacement of obsolete machines will be accelerated in the coming months.

In the first place, improvement in the durable goods industries, long over-due, is getting under way at a gradually increasing rate. This means expansion of plants, retooling, and the purchase of an increasing volume of accessories and supplies. Second, Social Security legislation gives an added incentive to install the most efficient cost-cutting equipment on the market. Next, because of the unsettled conditions in international affairs, there is a growing interest in National Defense. This will probably involve increasing orders for military, naval and aeronautical equipment. Finally, practically every automobile manufacturer has designs on the drafting boards for a rear-engine job, a coming development which will mean extensive re-tooling of the automotive industry when the time is considered ripe to release this particular innovation to the consumer market.

The metal-working industry as a whole is keenly alive to the profit possibilities that lie ahead in the coming years of business recovery. *This industry is intensely interested in modernizing, from the practical self-interest standpoint of business profits. It will respond, with orders, to sales appeals based on the clean-cut presentation of the benefits to be gained by replacing obsolete machines with modern ones.*

Heralding the upturn in the capital goods industries, practically all business barometers show substantial gains. Industry's 12 Major Markets are rebuilding and expanding on a broad front. Recent disastrous floods in several of the busiest industrial areas have greatly accentuated the demand for new equipment, machinery and maintenance supplies.

These pages present some of the outstanding facts and figures on the opportunities ahead in five of Industry's 12 Major Markets. They lead to the inevitable conclusion that 1936 offers unprecedented sales opportunities to manufacturers of cost-cutting, profit-producing materials, machines and services.

ELECTRICAL INDUSTRY



L.W.W. MORROW
Editor
Electrical World

All branches of the electrical industry are enjoying increased sales this year and this up-turn is expected to continue. Electrical manufacturers expect a 21 percent increase over 1935, equivalent to a turn-over of more than \$3,000,000,000.

The popularity of electricity and electrical products in the home and farm is causing an unprecedented increase in sales of wiring, appliances and distribution equipment. A revival of industrial plant expansion and modernization, especially in the steel, metal-working and chemical industries has brought large orders for heavy electrical equipment. Utility load growth in all classes of service is causing a large increase in utility buying of generating capacity and distribution apparatus. It is expected that the revival of building activities will bring more business this summer. In addition, government power projects and naval building have increased business.

Despite the enormous use of electricity and electrical products in this country the markets are far from saturated. Nearly 6,000,000 radio sets and 2,000,000 electric refrigerators will be sold in 1936 despite many previous years of selling. Electric ranges are now gaining in favor and a large increase in range business is expected this year.

Utility capital expenditures for 1936 are estimated to be \$371,000,000 as against \$237,000,000 in 1935. They will order new station capacity of about 1,000,000 kw. in steam turbo-generators to serve the large load increases they are now experiencing and will make many additions and extensions to existing facilities.

The electrical market is enormous with 21,200,000 homes, 3,770,000 commercial establishments, and 364,000 wholesale and industrial users. With such a favorable public and economic acceptance of electrical products and services and such large markets, the electrical industry is optimistic about its future. This

opinion is reflected in investment and financial circles to give the industry a favorable credit position. With favorable and stable price levels the industry looks to a year of profitable business with a large increase in volume.

PROCESS INDUSTRIES



S. D. KIRKPATRICK
Editor
"Chem. & Met."

New products and processes are emerging in a veritable flood from the research laboratories of the process industries. Significantly, more of these are going into large-scale production than at any time since 1930, despite the fact that this group of manufacturing industries showed a remarkable record of activity all during the depression.

This transition of processes from laboratory to plant is calling for heavy expenditures for capital goods. *Construction of new chemical plants will run at least 35% ahead of last year's figure of over \$75 millions, according to a recent analysis of projects.* New plants obviously call for tremendous capital investments.

Cheaper raw material sources are opening up vast markets for new plastics, synthetic resins, refrigerants for air conditioning, volatile solvents, insecticides and fungicides—many of which were formerly derived from vegetable or other natural sources. Ethyl alcohol, acetone and acetic anhydride—all standard chemicals of commerce—are being produced from petroleum gases which were formerly wasted or used only for fuel. The technology of paint and varnish, turned upside down 10 years ago by the advent of quick-drying lacquers, is again experiencing vital changes as the result of new synthetic resins, pigments and emulsions that improve quality and reduce costs.

The gospel of the research laboratory—more goods at lower prices—is being practiced as well as preached in the process industries. Inherent flexibility in technology, diversity of products and markets, and aggressive, resourceful management have combined to give this group of manufacturing industries an envi-

the Industrial Sales Front

able record of past performance and a sound basis for future growth and development.

FOOD INDUSTRIES



L. V. BURTON
Editor
Food Industries

A food plant is nothing but the enlarged shadow of the old homestead kitchen. Instead of feeding a family of ten it feeds a family of tens of thousands. If one will just remember this rather homely fact it will be difficult to envision anything but a rosy future for the food industries. The tendency is greater than ever to help the lady of the house spend fewer and easier hours in her kitchen.

With commodity prices rising—food manufacturers cannot look forward to any great relief from high manufacturing costs except through the use of cost-reducing machinery and equipment. Self-preservation demands that selling prices be kept as low as possible to avoid shifts of consumer demand. Inside food plants the adoption of air conditioning, electric refrigeration and improved ventilation systems is causing radical changes in manufacturing operations. *Manufacturers who can show how their equipment will reduce the costs of handling, storing, processing or packaging food products can be assured of a responsive market.*

Another reason for anticipating increased buying is this: When the consumer tightened his belt, the food industries tightened up on its maintenance program. But it is impossible to operate a worn out plant on the narrow profit margins in the food business, so the first sign of reviving consumer income has resulted in increased maintenance and renewal programs. We estimate that there still is a 5-year backlog of replacement program in the food industries.

As the first quarter closed, 1936 purchases of new equipment, in the food industries, were estimated at \$125 to \$150 millions, a 20% to 25% increase over the very satisfactory showing made by these industries in 1935.

TEXTILE INDUSTRY



D. G. WOOLF
Editor
Textile World

Purchases of machinery and equipment by textile manufacturers in 1935 were approximately \$80,000,000 and trending steadily upward. That this sales volume, still below 1929, will continue to accelerate is indicated in several ways. For instance, sales during the last half of 1935 were considerably ahead of the first half. 1936 opened strong and demand is still moving upward.

This expanding market is a direct result of the marked technological development of re-

cent years. Particularly in the past five years, improvements in equipment have come so rapidly as to make obsolete even those new plants of the post-war expansion period. Practically all equipment purchases have been for modernization purposes.

Textile manufacturers are becoming more profit minded and are keenly aware that continued profits must come from modernization of equipment. Food and clothes are basic to life—both respond sensitively to increased purchasing power in the hands of consumers. From every viewpoint, the textile industry represents a fertile field that will continue to improve for the manufacturer of equipment and supplies that will cut costs and increase profits.

Advertising—the mass production sales tool—can help you win a greater share of the orders now being placed in Industry's 12 Major Markets. With advertising you can accomplish many of the necessary steps to increased sales, faster and more economically. Advertising—in the right media—calls on all the worth-while buyers in each field, calls regularly and at the lowest cost per call.

A McGraw-Hill representative will be glad to bring you a copy of our book "The Mass Production of Sales" and give you specific information on the sales opportunities in the fields you sell. He can also furnish you with information and data from the McGraw-Hill survey of the industrial losses in the recent floods, and the unexpected sales opportunity created thereby.

Reprints of this advertisement are available and will be mailed on request. Perhaps your salesmen can use them to help sell more equipment to business and industrial companies.

THE TIME IS RIGHT...THE NEED IS EVIDENT...THE MONEY IS AVAILABLE...

Let's Rebuild America!

McGRAW-HILL PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK, N.Y.

American Machinist	Chemical and Metallurgical Engineering	Electrical Wholesaling	Factory Management and Maintenance	Power Product Engineering
Aviation	Construction Methods	Electrical World	Food Industries	Radio Retailing
Bus Transportation	Electrical Contracting	Electronics	Metal and Mineral Markets	Textile World
Business Week	Electrical Merchandising	Engineering and Mining Journal	Mill Supplies	Transit Journal
Coal Age	Electrical West	Engineering News-Record		

How Leading Cities Are Covered by Their Newspapers

(Continued from page 694)

	City Zone Population	CIRCULATION PER 1,000 POPULATION				City Zone Population	CIRCULATION PER 1,000 POPULATION			
		Morn-ing	Even-ing	Sun-day	Total		Morn-ing	Even-ing	Sun-day	Total
CHATTANOOGA.....	131,000	...	181	...	533	KNOXVILLE.....	116,682	137	153	649
<i>News</i>		174	...	178	...	<i>Journal</i>		179	180	...
<i>Times</i>			210	135	...	<i>News-Sentinel</i>				198
NEW BEDFORD.....	127,640	...	41	...	386	FALL RIVER.....	115,274	198
<i>Standard-Times</i>				246	...	<i>Herald News</i>				154
<i>Mercury</i>				195	166	ELIZABETH.....	114,589	154
MIAMI.....	127,601	244	...	<i>Journal</i>
<i>Herald</i>				175	159	UTICA.....	114,412	191	125	391
<i>News</i>				172	...	<i>Observer-Dispatch</i>		75
ERIE.....	125,062	207	161	<i>Press</i>
<i>Dispatch-Herald</i>				166	...	SACRAMENTO.....	111,034	233	...	437
<i>Times</i>				229	...	<i>Bee</i>		74	130	...
READING.....	123,407	159	...	<i>Union</i>
<i>Eagle</i>				145	145	LITTLE ROCK.....	110,000	137	137	608
<i>Times</i>				142	...	<i>Arkansas Democrat</i>		149	185	...
TRENTON.....	123,356	161	...	<i>Arkansas Gazette</i>
<i>State-Gazette</i>				107	...	EVANSVILLE.....	108,320	133	153	652
<i>Times</i>				145	...	<i>Courier</i>
<i>Times-Advertiser</i>				147	...	<i>Courier-Journal</i>		31
WILKES-BARRE.....	122,463	155	...	<i>Journal</i>
<i>Record</i>				161	...	<i>Press</i>		170	165	...
<i>Times-Leader</i>				159	...	TACOMA.....	106,817	164	...	594
KANSAS CITY, KANS.....	121,857	229	...	<i>News Tribune</i>		78	161	...
<i>Kansan</i>				145	145	<i>Ledger</i>
PEORIA.....	120,700	142	...	<i>Times</i>		191	...	165
<i>Journal</i>				161	155	WILMINGTON, DEL.....	106,597	213	...	292
<i>Journal-Transcript</i>				142	...	<i>Journal</i>
<i>Star</i>				161	155	<i>News</i>		79
<i>Transcript</i>				155	...	CANTON.....	105,520	243	231	474
TAMPA.....	119,710	142	...	<i>Repository</i>
<i>Times</i>				163	175	JOHNSTOWN.....	105,265	165	...	165
<i>Tribune</i>				198	...	<i>Tribune</i>
HARRISBURG.....	119,645	198	...	WATERBURY.....	104,736	117	...	295
<i>Patriot</i>				198	...	<i>American</i>		68	110	...
<i>News</i>				198	...	<i>Republican</i>
<i>Telegraph</i>				198	...	PAWTUCKET.....	103,047	217	...	217
TROY.....	119,324	198	...	<i>Times</i>
<i>Record</i>				198	...	GARY.....	102,835	217	...	170
<i>Beacon</i>				198	...	<i>Post-Tribune</i>
<i>Eagle</i>				198	...	EL PASO.....	102,421	170	...	405
SPOKANE.....	117,414	198	...	<i>Herald-Post</i>
<i>Chronicle</i>				198	...	LYNN.....	102,320	152
<i>Spokesman-Review</i>				198	...	<i>Item</i>
<i>Press</i>				198	...	<i>Telegram-News</i>		110	...	314
FORT WAYNE.....	117,246	198	...	ATLANTIC CITY.....	102,024	107	97	...
<i>Journal-Gazette</i>				198	...	<i>Press</i>		180	164	...
<i>News-Sentinel</i>				198	...	<i>Union</i>
				237	...	DULUTH.....	101,463	137	197	478
				237	...	<i>Herald</i>
				237	...	LOWELL.....	100,234	124	157	...
				237	...	<i>News-Tribune</i>
				237	...	<i>Courier-Citizen</i>		86	...	292
				237	...	<i>Leader</i>			85	...
				237	...	<i>Sun</i>			121	...

How Cities Differ in Their Newspaper Reading Habits

(Continued from page 690)

56. Fort Wayne	530	73. Scranton	429	93. Gary	170
57. Bridgeport	528	74. Hartford	409	94. Yonkers	169
58. Cleveland	511	75. El Paso	405	94. Davenport	169
59. Erie	506	76. Utica	391	96. Johnstown	165
60. Pittsburgh	505	77. Birmingham	390	97. Paterson	164
61. Harrisburg	501	78. New Bedford	386	98. Richmond*	161
62. Atlantic City	481	79. Youngstown	365	99. Elizabeth	154
63. Duluth	478	80. Toledo	360	100. Passaic	133
64. Grand Rapids	477	81. Oakland	348	101. Bronx*	118
65. Trenton	476	82. Newark	324	102. New Haven	81
66. Canton	474	83. Lynn	314	103. Brooklyn*	74
67. Providence	470	84. Waterbury	295	104. Jersey City	57
68. Flint	461	85. Lowell	292	105. Hoboken	54
69. Tampa	453	86. Wilmington	292		
70. Akron	449	87. Kansas City, Kans.	290		
71. Norfolk	443	88. Camden	243		
72. Sacramento	437	89. Queens*	224		
		90. Wilkes-Barre	220		
		91. Pawtucket	217		
		92. Fall River	198		

* Part of New York City.

Subscribers who wish an extra copy of this analysis of newspapers and cities may secure a reprint without charge by addressing the nearest SALES MANAGEMENT office: New York, Chicago, Atlanta or Santa Barbara.

SALES MANAGEMENT

GENERAL ADVERTISING of the First Fifty Weekday EV
As measured by Media Records, Inc.
First Three Months - 1936

1. New York Sun
2. Cincinnati Times Star
3. Detroit News
4. Philadelphia Bulletin
5. Montreal La Presse
6. Montreal Star
7. Newark News
8. Providence Bulletin
9. Cleveland Press
10. Indianapolis News
11. Buffalo News
12. Los Angeles Herald Express
13. Toronto Star
14. Columbus Dispatch

529,590
528,844
525,289
524,014
523,403

PARDON US FOR POINTING

... but during the first quarter of this year, THE NEWS placed NINTH in general advertising among all six-day evening newspapers measured by Media Records. It registered a gain of 107,063 lines in general advertising over the same period of last year.

When the 21st city in population has a newspaper ranking NINTH in general lineage, it can mean only two things . . . first, that the Indianapolis Radius is an exceptionally bright spot on the sales map . . . and second, that THE NEWS is doing an outstanding job of putting the advertiser's story over effectively in the rich Indianapolis market.



The INDIANAPOLIS NEWS

New York: Dan A. Carroll, 110 E. 42nd St.
Chicago: J. E. Lutz, 180 N. Michigan Ave.

Do Income Tax Returns Measure the Value of Farm Belt Markets?

BY
PHILIP SALISBURY
Executive Editor,
SALES MANAGEMENT

A SUBSCRIBER calls attention to the inclusion of income tax returns as a factor in the April 10 Survey of Spending Power and wants to know if they represent a good yardstick for determining sales potentials.

Income tax returns are important. They would be more important if the income tax base were changed so that the majority instead of the minority of Americans were compelled to file returns. Unquestionably they are a good yardstick for high-priced luxury items. The manufacturer of Duesenberg cars or yachts or diamond necklaces can figure out the prospective total market and the differences between cities and areas by studying these returns.

But to secure an approximately accurate yardstick for the kind of products which the average householder can and will buy, income tax returns must be weighted and combined with other factors—and this is the method used by SALES MANAGEMENT in preparing estimates of spendable money income.

In some of the best markets of the country there are few millionaires and, instead, a fairly even distribution of wealth. A man with an income of \$100,000 a year is likely to save at least half of it. But 40 men with incomes of \$2,500 a year spend almost all of their aggregate earnings—they have to! The \$100,000 family eats only a little more than the average middle class family, buys no more tooth paste, and smokes little if any more tobacco.

There are many sections of the United States where income tax collections are definitely a poor measure of retail sales possibilities. The Federal income tax method is particularly adapted to city industry and office workers who have fixed and easily ascertained salaries. In small towns and on farms the majority of people have intangible or hard-to-check sources of income.

Iowa farmers, for example, in 1933

earned not more than 25% of the state's total income. They paid practically no Federal income tax and only 4.6% of the State income tax. Their share of the tax burden was contributed largely through sales and land taxes and yet many of these farm counties had a higher ratio between retail sales and spendable money income than is true for the country as a whole or the better known large marketing centers.

As an example, let's take Cass County, Iowa. It has 19,422 people but in 1933 only 215 of them paid an income tax, or 11.1 returns per 1,000 population, as against the U. S. A. average of 31.7. On the

basis of income tax returns alone it is a poor county.

But the Census of American Business shows retail sales for that year of \$4,035,000, or a per capita of \$208, which is a few dollars higher than the U. S. A. retail sales per capita for the same year.

In farm areas house rentals, expressed in dollar terms, are rather meaningless since they are usually an inseparable part of the farm itself; and yet the money which the city dweller must pay for rent can be spent by the farmer for store purchases. Bank deposits mean less in farm districts than in cities because a farmer

(Continued on page 721)



The connection between polar bears, walruses and salmon is somewhat obscure—except that the first two animals may be consumers of the fish—but until recently labels of this type were considered just about the last word in design. The good labels of today not only tell what is in the can or package but sell the use of the contents. Here we see a good example of the before and after type on a brand of salmon. The bottom label, which shows clearly the contents of the can and suggests a use for salmon, is one of a number of striking exhibits of the lithographic process contained in a booklet, "The World Marches On," put out as a promotion piece by the Schmidt Lithograph Co., San Francisco. Because the booklet was expensive the company is sending them out only upon request. They picked out 3,500 prospects and sent them a descriptive letter about the booklet with a return postcard and the letter, signed by Charles L. MacLeod, sales manager, was so persuasive that 1,600 replies—or nearly 50%—have been received. Three follow-ups go out at ten-day intervals after the mailing of the booklet.



SALES MANAGEMENT

Among
the 302
Leading
Newspaper
Advertisers
for 1935
SALES MANAGEMENT
has 1,202
Executive
Subscribers
who pay \$4,808
for their 26
issues a
year

Advertising Campaigns

[Old and New Products as Promoted in Newspapers,
Magazines, Radio, Premiums and Outdoor Posters]

Insulite Expands

Insulite Co., Minneapolis, maker of wood fiber insulation board and other building products, embarks on "most comprehensive" ad and promotion campaign.

Through Blackett-Sample-Hummert, Insulite will blanket "all building markets." *Poultry Tribune* and *American Poultry Journal* space will be aimed at farmers. *Architecture, Architectural Record*, and *Architectural Forum* will catch the men with drawing boards and T-squares. *American Home* ads are addressed to Mr. and Mrs. Consumer.

In addition, space is to run in *Plastering Craft*, *National Real Estate Journal*, *Real Estate and Building Management Digest*, *American Builder*, *National Provisioner*, *American Brewer*, *Refrigeration, Ice and Refrigeration*, *Electric Refrigeration News*, *Army and Navy Journal*, *Quartermaster Review*, and a long schedule of other dealer publications.

Mail pieces will be directed to contractors, architects, realtors, dealers.

All Insulite products have been treated with the Termilite process, which is exceedingly bad tidings to termites and fungi.

Busy Bug-a-boo

June is not only the season for rare days and weddings, it is also the time when crawling, flying insects come out of hibernation. Turning its face like flint away from poetry and romance, Socony-Vacuum Oil starts in June magazines a campaign on Bug-a-boo inspect spray.

Collier's, *Liberty* and *S. E. P.* will carry the ads, and several S-V radio programs will put in a few good licks for Bug-a-boo. Counter cards, store and window displays will, too.

Somehow the poetic influence of Spring persists even in the S-V offices, for a later dispatch reveals that verses will be employed to hymn Bug-a-boo. Enlivened by James Thurber illustrations, jingles will head the copy. J. Stirling Getchell is the agency.

Jell-O Triplets Now

General Foods' Jell-O has had a little brother, Jell-O ice cream powder, since 1935. Toward the end of last month a third member was added to the family: Ice Cream Mix. In liquid

form the latter is used in automatic refrigerators. The powder is for either refrigerators or hand freezers.

Jack Benny is plugging the powder over the Jell-O NBC hook-up nationally. About May 10 his air period will announce the debut of the liquid Mix for New England and Metropolitan New York areas.

Newspaper ads, cartoons in Sunday magazine sections, break on the same date. As in the radio promotion, Mix promotion will be pushed, for the present, only in N.E., N.Y. markets. Powder ads are to cover the rest of the country.

"The sale of ice cream mixtures has increased in recent years, with little promotion to consumers," says C. L. Linton Campbell, GF v.p. "Most of this new business has come from the increased, and still rapidly increasing, number of automatic refrigerators, as well as from the fast-freezing trays using ice and salt in late model ice boxes."



Though made in America, its ancestors are good Hollanders

Dutch Courage

Before Prohibition, many a sloe gin rickey or fizz slid down American throats. And of the brands then known few stood in higher favor than de Kuyper, of Holland. The bathtub gin era pretty well wiped out memory of this sweet, powerful beverage.

But now John de Kuyper & Son are going to remind imbibers of the old name. Through agents Lawrence Fertig & Co. a newspaper series in 50

to 100 cities up and down the Mississippi Valley will talk about true sloe berry flavor, sweet smoothness and ability to hold a rich ruby color when mixed.

Demand for sloe gin is sharply upward, say the statisticians. Thus de Kuyper is swimming with the tide. The American branch of the firm is owned jointly by Johs. de Kuyper & Zoon, Rotterdam, Holland, and National Distillers Products Corp. Alex D. Shaw & Co. is the distributor.

Plumbing Big Noise

Wheeling advertising howitzers into line, under command of the Blaker agency, Standard Sanitary Mfg. Co. prepares to cut loose a terrific barrage. In the next 60 days some 850 newspapers in 700 cities will boom the story of "Neo-Angle" bathtubs and the services of Master Plumbers.

One headline, not yet definitely approved, but indicative of the copy theme, reads, "We are going to have a new bathroom in the Spring."

Ads are to appear in leading cities of the 48 states. Every town of more than 10,000 population will get them in turn, with the exception of a few near metropolitan centers. Twelve plumbing trade journals and three architectural magazines will also carry the campaign. It's the largest ever used by any manufacturer of plumbing fixtures.

Longs

Since enclosing a razor blade inside the wrapper on 15-cent Long cigarettes, sales have advanced 24% in five months. "Men like a keen razor blade and enjoy Long cigarettes," reads the legend on the Segal blade's cover, visible through the Cellophane wrapper.

Paul A. Werner, Inc., New York, maker of Long and mentholated Snowball, does not, of course, give the premium entire credit for this rapid ascent. The fact that Werner is the second largest user of outdoor spectacular signs, (through Douglas Leigh, Inc.) is also a sales elevator.

Glenn E. Bowers, Werner s.m. and v.p., believes Long's soaring volume graph is partly owing to its being a 75 millimeter smoke. Nearly all other cigarettes are 70 millimeters in length. There are two and a half pounds of tobacco in 1,000 average cigarettes. Long's fraction of an inch more per cigarette means three full pounds to the 1,000. That's a strong talking point.

Mr. Bowers and his small staff are hammering economy, as well as quality, home to dealers. Longs have

national distribution, mainly through A. & P., United, Liggett, Schulte, and other chains. The company is concentrating on such large dealers, striving for big volume without the expense of having to carry an unwieldy sales organization. "We are still very small potatoes compared to the Big Four," cheerfully admits Mr. Bowers, "but a compact force is lighter on its feet, wastes less effort than a sprawling one."

He should know something about the tobacco trade's intricacies. He spent 15 years with Philip Morris, worked for American Tobacco, and for Stephano Bros. He's been with Paul Werner almost since the latter put Snowball on the market three years ago. Mr. Werner, a son of Carl Werner, editor of the *Tobacco Leaf*, is also a veteran tobacco man, though with not quite so many service stripes. He took time out to go to West Point.

These two are the directing heads of Werner, Inc. With Long customer lists lengthening and Snowball sales snow-balling they are undismayed by umpteen billion Camels, Chesterfields, Luckies, etc. Some day, they hope, Longs and Snowballs will be in the billion class. Meanwhile their small potatoes are growing lustily.

Only One Sunoco

Net income of the Sun Oil Co. last year was \$7,100,000, the third highest in a 14-year history. The figure was exceeded only in 1929 and '30.

Undoubtedly one reason for climbing sales of Blue Sunoco Motor Fuel and Sunoco Motor Oil is the heavy ad campaign. Current effort, extending through June, utilizes 300 newspapers from Michigan to the Atlantic, and from Virginia to Massachusetts. Then, Lowell Thomas is on 16 stations of the NBC Blue chain.

Present copy revolves around "Only one" Boulder Dam, or San Francisco Bridge or other unique natural or man-made wonder, and likewise there is "only one Blue Sunoco. Only one grade, and that grade gives unfailing top performance."

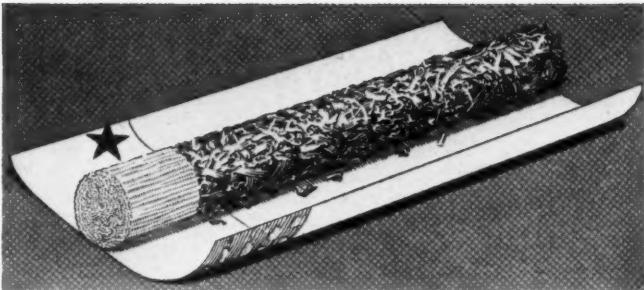
Roche, Williams & Cunningham are the agents busily engaged in thinking up more "onlies."

Viceroy's Filter Tip

Before breaking any advertising on its new Viceroy cigarette, Brown & Williamson's agents, BBDO, compiled a list of several thousand "top" smokers' names in New York. Western Union boys delivered to these bellwethers a box with two packages and an explanation of the "filter tip."

Shortly thereafter, ads in the *New*

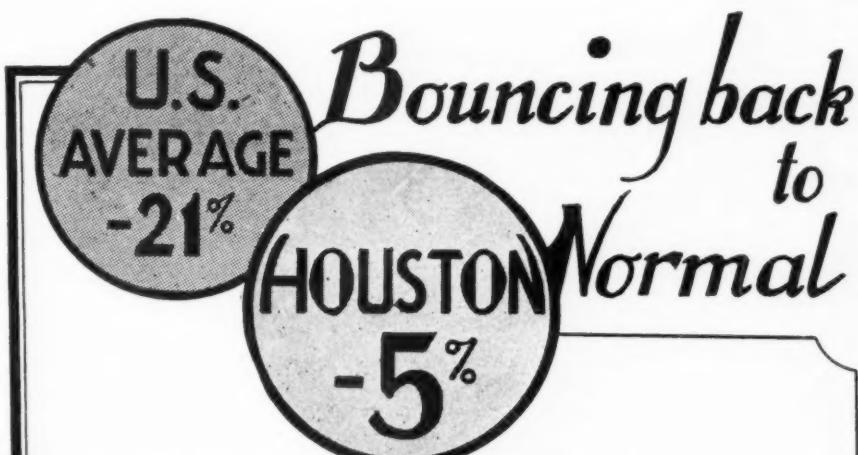
Cotton filter tips have won no great favor from smokers. Will B & W's paper filter on Viceroy, which strains out—not the nicotine, as some rumors have it—the coal tar command a following?



Yorker, theatre programs and the *N. Y. Sun*, *World-Telegram*, *Journal* and *News* told Gothamites of that paper tip which filters some of the yellow coal tar, makes a cooler smoke,

keeps loose tobacco from the lips. The price is 15 cents.

For the present, at least, BBDO will confine Viceroy ads to New York, judge consumer reactions there.



BUSINESS IN HOUSTON GAINED 89% MORE THAN the Nation as a Whole

WHILE the national average for business for March, 1936, was 21% below normal—the average for Houston was only 5% below.

In March, 1935, the national average was 30% below normal. At that time the average for Houston was 22% below.

While the country as a whole has gained 9%—Houston gained 17%, or 89% more than the gains registered by the nation as a whole.

Yes, Houston is really bouncing back to normal. Keep your eyes on this market—it's one of the country's brightest spots.

The Houston Chronicle, the leading newspaper in this territory, can do a real job for you.

THE HOUSTON CHRONICLE

LARGEST DAILY IN TEXAS—LOWEST MILLINE RATE
LEADS THE STATE IN NATIONAL ADVERTISING

R. W. McCARTHY
Manager National Advertising

THE BRANHAM COMPANY
National Representatives

Patman-Robinson Bill Now Being Maneuvered for Early Action

Washington, April 25.

OUTSTANDING, because of the extraordinary parliamentary maneuver on Wright Patman's part, the chain store bill, H.R.8442, seems to be headed for passage in the House. If similar pressure is brought to bear in the Senate, passage is assured. Nevertheless, White House assistance is really needed to ensure enactment.

The picture behind the Patman move is interesting. Floor action had been hoped for by proponents of price discrimination legislation. An informal request for a hearing (for special privileges) before the Rules Committee by Patman and Chairman Sumners of the Judiciary Committee did not materialize during the second week in April as expected. When the weekend of April 20 arrived and House floor debate on H.R.8442 had not been reached, the adjournment scare moved the "price" group into swift and vigorous action.

No eleventh-hour failure is contemplated by them. A meeting was called; a steering committee appointed and H.R.8442 was dressed up with the new title of the Robinson-Patman Equal Opportunity-in-Business Bill. The gathering took place in the largest room in the old House Office building, the caucus room. The 96 bulbs in the two old-fashioned chandeliers which hang from the caucus room's two-story ceiling lighted a scene which may be recalled vividly this Summer by those business men and manufacturers who had thought the chances of H.R.8442 were dimming. They (the chances) were dimming on April 18 when action and a rule on the bill had not been forthcoming. But they brightened (from the proponent's viewpoint) on the morning of the 20th.

Mr. Patman was elected chairman. Mr. Martin, of Colorado, secretary.

The steering committee (additions are being made daily) is made up of: Andresen, Minn.; Utterback, Iowa; Cox, Ga.; Johnson, W. Va.; Ryan, Minn.; Zimmerman, Mo.; Cannon, Mo.; Caldwell, Fla.; Ekwall, Ore.; Massingale, Okla.; Johnson, Okla.; Nichols, Okla.; Gassaway, Okla.; Mott, Ore.; Gray, Ind.; Jencke, Ind.; Lesin-

ski, Mich.; Pittenger, Minn.; Gilchrist, Iowa; Ford, Cal.; Ayres, Mont.; Sanders, Tex.; Boileau, Wis.; Schulte, Ind.; Carlson, Kans.; White, Idaho; Luckey, Neb.; Gillette, Iowa; Schneider, Wis.; Ramsay, W. Va.; Patterson, Kans.; Dies, Tex.; Lambertson, Kans.; Gehrmann, Wis.; Maas, Minn.; Hildebrandt, S. D.; Rogers, Okla.; Martin, Colo.; Costello, Cal.; Sabath, Ill.; McClellan, Ark.; Keller, Ill.; Lundein, Minn.; Lemke, S. D.; Starnes, Ala.; Peterson, Fla.; Cannon, Wis.; Lamneck, Ohio; Christianson, Minn.; Beiter, N. Y.; Pierce, Ore.; Engel, Mich.; Thomason, Tex.; Guyer, Kans.; Buckler, Minn.; Lee, Okla.; Boehne, Ind.; Smith, Wash.; Hook, Mich.; Cross, Tex.; Mead, N. Y.; Larabee, Ind.; Turner, Va.; Barry, N. Y.; McFarlane, Tex.; Stefan, Neb.; Blanton, Tex.; Weaver, N. C.; Smith, Va.; Haynes, Pa.; Murdock, Utah; Greever, Wyo.; Scott, Cal.; Knutson, Minn.; Cochran, Mo.; Fiesinger, Ohio; Binderup, Neb.; Randolph, W. Va.; Cravens, Ark.; Robison, Ky.; O'Leary, N. Y.; Biermann, Iowa.

The following special committees were appointed by the chairman in accordance with authority given him by the action of the above meeting:

Executive Committee

Dies, Tex., chairman; Utterback, Iowa, vice-chairman; Cox, Ga.; Sabath, Ill.; Cannon, Mo.; Schulte, Ind.; Nichols, Okla.; Martin, Colo.; Ekwall, Ore.; Boileau, Wis., and Ramsay, W. Va.

(Each member of this committee is vice-chairman of the steering committee.)

Parliamentary Committee

Cannon, Mo., chairman; Nichols, Okla., vice-chairman, and Mott, Ore.

(This committee is also charged with the duty of making an effort to secure a rule at an early date for consideration of the bill.)

Committee to Coordinate Activities With Administration and Senate Leaders

Patman, Tex., chairman; Johnson, Okla., vice-chairman; Dies, Tex.; Martin, Colo.; Schulte, Ind., and Cannon, Mo.

Information Committee

Nichols, Okla., chairman; Martin, Colo., vice-chairman; Maas, Minn.; Sanders, Tex., and Quinn, Pa.

(The purpose of this committee is to assemble and furnish information to both Members of Congress and interested parties upon request.)

In the discussion during the morning session, the measure was hailed as one not promoting price-fixing nor class legislation, but rather as one giving independent merchants and voluntary organizations of independent merchants the same rights and benefits of the corporate chains.

Mr. Patman, expounding the merits of the Equal-Opportunity-in-Business Bill, stated that H.R.8442, as revised, represents the combined thought and judgment of the best-informed people in America on the subject, including representatives of the trade, consumers, corporate chains, department stores, and trade organizations—including druggists, grocers, hardware, and dry goods, both retail and wholesale . . . that at least 100 members of the House are entitled to the same credit for the measure and have made equal contributions toward its perfection . . . objective should be early passage in order



Underwater Romance: Gantner & Mattern, bathing suit manufacturers, are using billboards throughout the country to back up their other advertising on swimsuits and "Wikies." The poster campaign will run until the early Summer, report Emil Brisacher & Staff, San Francisco agency in charge.

SALES MANAGEMENT

to protect the consumer against monopoly and the independent merchants against extinction.

The strategy of this group is clear. When the Tax Bill is through the House, the next two "must" bills are the Relief \$1,500,000,000 and Naval Appropriations. They want to sandwich H.R.8442 in before Naval Appropriations. If all "must" legislation is cleared before the "Price" bill reaches debate, the last minute adjournment push may squeeze it out.

The Guffey Coal Act and the proposed Tax Bill (H.R.12395) both came in for national attention last week: Guffey Coal because of the possibility of attempting passage of new legislation in the event of a "whitewashing" by the Supreme Court; the Tax Bill because of release of the 236-page bill awaited anxiously by business.

End-of-Session Tactics

Price-fixing provisions of the Guffey Act are its basic formula for so-called protection of the industry. If this part of the law is held valid by the Court, a new measure is not likely. Otherwise a last-minute push, similar to that of the price discrimination group, may attempt to jam a bill through in the closing days of the Congress.

The President's tactics on the Tax Bill seem obvious. The Relief measure will *not* precede, but will follow Taxes in the Senate according to present plans. With Relief, much desired by every legislator for his constituents, hanging over their heads until a Tax Bill has been passed, the President is quite certain to get Taxes this session. Despite the fact that it seems apparent that nothing would impede passage of new taxes, a late filibuster just before conventions might do it.

Adjournment is in the air. April 20 seemed to be the turning point in legislative business, all measures being scanned carefully since that date for possibilities of passage during a push for completion of the session. Many bills, which looked promising to their authors a fortnight ago, are in the dubious or decidedly unlikely columns today.

Interest in political candidates is fast becoming paramount in the minds of legislators and the uncertainty concerning much legislation mounts in proportion to the campaign distraction.

Government Contracts, Copyright, Housing, Food and Drug, and bills like Federal Trade Amendments are in this doubtful category. Certainly all of them will not be enacted. All seem to have an equal chance.

Hauk

MAY 1, 1936



Actual Photograph* of an Advertising Director Okaying Copy

HIS final selection is not entirely influenced by blind chance, of course. Perhaps it is because he likes the illustration, or believes the copy has punch, or the headline has appeal, or even because his wife and his secretary like it.

But it might as well be blind chance because he has never attempted to find out what are the inherent selling appeals of his product; what makes consumers buy it; what use they make of it; how to emphasize the thing they are interested in.

So a \$100,000 advertising appropriation may be spent on a couple of hunches. Marvelous—if the hunches are good, pretty nearly fatal if they are not.

Of course, he might have had to spend \$5,000 to find out what the best appeals are. A few trick advertising campaigns succeed without even knowing. But only the rare campaign is genius; most successful ones are built on hammering at the thing the buyer really wants to know.

\$5,000 invested with us (and we really understand this kind of thing, you know) might well have saved a lot of wasted appropriation.

* Of course, it isn't quite as bad as this in real life.

HOW BIG COMPANIES USE MARKET RESEARCH TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,
and Arnold Research Service, Inc.

Rockefeller Center, New York
120 S. La Salle St., Chicago

Prevents those wrong decisions, based on
faulty facts, which cost you time and money

BUT WHERE CAN I REACH HIM?

► If you were confined to only one interview with your prospect you would choose the time and place when he was most likely to be in the proper frame of mind.

Window and counter displays will reach him at the one point where he is not only in a receptive mood, but the one point where favorable interest means an immediate sale.

But remember, it must be favorable interest, you must create a good impression. And that's where we come in.

Whether we furnish the idea and create the design or work from your own art, an Erie display will have all the appeal and brilliance of the original.



ERIE
LITHOGRAPHING & PRINTING CO. ERIE PA.
A DIVISION OF THE UNITED STATES PRINTING & LITHOGRAPH CO.



Salesman Harry G. Foster, winner of the grand prize in Fisher Body's contest, as well as first prize for the Chevrolet division.

26,000 GM Salesmen Answer Questions in Fisher Body's Contest

Sales points about Fisher "turret top" bodies were drilled deeper into salesmen of Buick, Chevrolet, Pontiac and Oldsmobile automobiles, in a question-and-answer contest last month. A total of 26,000 salesmen wrote answers to 32 questions after they had received five direct mail pieces and a thumb-indexed sales manual. Winners divided \$2,000 posted by Fisher Body and \$1,700 by the various passenger car divisions of General Motors.

Harry G. Foster of Pyramid Chevrolet Co., Charlotte, N. C., took first money of \$500 from Fisher as the grand prize and \$100 from Chevrolet for leading his division. Robert H. McMahon of Marion, Ohio, took the second Fisher prize of \$400 and Augustus B. Treman of Ithaca, N. Y., the third prize of \$200 plus \$100 for leading the Pontiac division.

How We Found and Kept Intelligent Salesmen

(Continued from page 696)

which are available to all of our dealers and our over-the-counter folders and material. You may think that we have made a big investment and have gone to a heap of pains, but don't forget that we were seeking men with imagination and that the men we finally selected will contact hundreds

of thousands of prospects.

"We felt that it was all-important to get the roots of our selling organization properly planted in good ground.

"You'd be amazed at the reaction of this giant Men Wanted advertisement. One man, out in Iowa, read it and hopped a train for Chicago. He got his job. Others who applied by mail were referred to local dealers. We got letters from all over the country.

"Many companies have written to us to ask for tear sheets or reprints of the advertisement and requested information as to results. These letters have come from all parts of the country. Evidently it attracted much attention.

"Because it attracted so much attention we had black-and-white advertising mats made, 15 and 30 inches deep, and offered them to dealers who might want to add to their sales staffs. They were for use in local newspapers. The result is that this smaller version of the ad has been used in approximately 15 towns."

R. Cooper, Jr., began to distribute in the Chicago market in 1927 and has expanded steadily. The company is one of the biggest users of advertising in its field and has consistently employed newspaper space.

G.S.M. to V.P.; Harry J. Kennedy (below), formerly general sales manager of the Continental Oil Co., has been elected vice-president of that company. He succeeds E. S. Karstedt, who retired after 42 years' service. Mr. Kennedy's 16 years in the oil business have all been spent with one organization. In 1919 he was made president and g.m. of the Marland Oil Co. When Marland was merged with Conoco in 1928, he became eastern s.m. At 41, he is one of the youngest oil executives with a major company.



Blackstone Studios

Should the Company's Best Salesman Write the Annual Report?

(Continued from page 683)

about. Keen realization of the seriousness of the employment situation as it has been affecting purchasing power is evident in the alacrity with which most big companies are reporting increases in manpower, and in some cases, increases in wages, for 1935. All phases of labor economics and employe relations figured heavily in the reports of such companies as Steel, du Pont, GM and GE.

GM States Its Labor Policy

General Motors says:

"The average working hours per week increased during the year, as compared with the previous year, by approximately 11%. The policy with respect to maximum hours was not changed. As is generally recognized, considerable difference of opinion appears to exist as to what constitutes the proper number of working hours per week for industry's workers. The Corporation is firm in its conviction that to the extent working hours are shortened and the rate of pay correspondingly increased, unemployment is likewise increased. Such a program necessarily increases the selling prices of goods and services, and does not increase the purchasing power to consume those goods and services. The Corporation believes in a reasonable number of hours per week for industry's workers. This insures a balance between the obligation to work and an opportunity to enjoy the fruits of work, always having in view the importance of reducing, and not increasing, the cost of goods and services."

Frank discussions of industry's general management problems in their relation to the general economic welfare certainly contribute to a better understanding on the part of the public and help to increase the confidence of the small shareholder in both his investment and in the products his company manufactures and sells.

The point we're driving at, of course, is the role a document like an annual statement can play in building and maintaining sound public relations. And we criticize the more or less widespread failure of firms to draft such statements from this point of view, rather than to place in the hands of stockholders a bald statement of earnings which completely fails to reveal any sense of social responsibility or to take the stockholder far enough into confidence about what is going on in the company to make him feel like a real partner in the enterprise.

The man in the street, by and large, has little appreciation of big business problems. With the present trend in

legislation, it is to the interest of every big company to do what it can to increase that understanding. One company, alone, can't do much to stem the tide of taxation legislation directed against big business, but millions of shareholders can constitute a Voice that Congress cannot ignore.

Let's, therefore, think of our annual statement as something more than a collection of figures.

Acknowledgment on County Telephone Users

A feature of the April 10 Survey of Spending Power was a tabulation of telephones by counties expressed in terms of number of telephones per 1,000 population. The basic figures used in compiling these columns were supplied SALES MANAGEMENT by the American Telephone & Telegraph Co., but special credit is due the Marketing Research Division of the Bureau of

Foreign and Domestic Commerce. The actual number of telephones will be a feature of the Consumer Market Data Handbook to be released about June 1.

Rio Tan Cigars Put Word of Mouth Testimonials on Radio

There can be no question about the authenticity of celebrities' testimonials for Rio Tan cigars. American Tobacco Co. is having such headliners as Grantland Rice, Richard Barthelmes, Ray Perkins, Vincent Richards, speak their endorsements onto records. The records will be broadcast over 50-60 stations in the Middle West and South.

Lawrence C. Gumbinner, the agency in charge, believes this is the first time a group of testimonials has been thus presented "man to man." Running from 15 seconds to a minute, the spot broadcasts will be used two to four times a night.

Schenley Products Company, Inc., today announced the appointment of Hill Joseph as advertising manager. He has been with the Hearst organization for 14 years.

Most Interesting Hotel in CHICAGO

HOTEL SHERMAN

1700 ROOMS WITH BATH from \$2.50

HOME OF THE COLLEGE INN

You Can Drive Your Car Right Into HOTEL SHERMAN



MEDIA AND AGENCIES

The Circus Is in Publishing Too . . . Media News . . . CBS Passes \$2,000,000 Mark in March Billings

Big Top's Book

Fifty-six years ago Joseph Mayer ran away to join the circus. Before he died, three years ago, he had become not only a circus institution but, as Joseph Mayer, Publisher, Inc., the head of a large advertising medium. He issued, helped to edit and obtain advertising for the "official programs" of all the dozen circuses which the Ringling Brothers came to control.

He made enough of a livelihood out of it to marry and bring up four children. The youngest, Harvey A., 38, runs the programs now. With him is the oldest, Frank J., who joined the firm recently.

Joseph Mayer was 16 when he became a posting advance man for the Bailey & Hutchinson Circus. (James A. Bailey and his nephew Fred Hutchinson, it seems, were in the circus business while P. T. Barnum was still engaged with museums.) Young Joseph was short. He couldn't reach to the top of the posters. So he got a job vending peanuts and popcorn with B. & H., and then became a pony rider there. He had been with the show about three years when a fire broke out. He organized a bucket brigade, who quenched it without too much damage. As a reward Mr. Bailey turned over to him the rights to the program.

From Giveaway to Magazine

It wasn't much of a program then, just a four-sheet giveaway. But it carried advertising. Properly guided, it might carry more. Joseph continued it on the four-page basis for a year or so, then started to develop it into a "magazine."

Joseph continued to travel with the circus for 35 years. In 1899 the show—which had become Barnum & Bailey—went abroad, and he went, too, selling advertising wherever he happened to be. Much of it was "local" then.

The English people, he discovered, never gave anything away. Or at least they did not give circus programs away. They sold them. When Joseph Mayer got back to the States he started to charge 10 cents for his circus program. The price continued there until the war, when it was raised to 15. When the Depression arrived it went back to a dime, where it remains.

Ringling Bros. and Barnum & Bailey Circus Magazine and Daily Review (which is probably the longest name of any regular publication in America), had a circulation last year of 1,178,246, Harvey Mayer told SM. Except for copies to reporters and advertisers, all of it was paid. Circulation of five other "subsidiary circus" programs published last year added a million or two. Only one of these, however—the Al G. Barnes Circus—is being continued this year. This program had a circulation of 521,073 in 1935.

As compared with 30 years ago, Mr. Mayer said, the Big Top circulation has grown about tenfold. The "tops" are bigger than they were, and so are the indoor arenas where the circus plays. The gates are opened an hour before the performances so that people may not only see the animals, but buy programs. About one attendee in three in the East now buys a program, he believed, as against one in three or four in the Middlewest and one in seven or ten in the South.

Harvey joined the firm on graduation from New York University in 1923, although he has been around the circus since the age of five. He went out with the advance cars to solicit local business. The circus makes about 150 cities in 200 days, which is an average of only about one day to a town. He discovered advertisers were reluctant to use one-day media, however legitimate. And the necessity of checking with and being checked by Chambers of Commerce, Better Business Bureaus and such made the local volume hardly worth the trouble.

Direct-with-Advertiser Contacts

Harvey's father, meanwhile, however, had made some progress with national and regional advertisers. (Potter Drug & Chemical Company has advertised Cuticura soap in the program consistently for 43 years.) Lehn & Fink, Liggett & Myers and A. J. Tower Company are some other consistent users who began 15 years ago or before.

Joseph Mayer had dealt direct with the advertisers. He had had one or two unfortunate experiences, long ago, with agencies who failed to pay. After some

difficulty Harvey persuaded him that the agencies in the interim had become substantial businesses. Through them, instead of selling one advertiser at a time, they might be able to lump their advertisers a bit.

In 1928 Joseph Mayer told his son to take the business and run it the way he saw fit.

It did not run so badly. Despite a 50% drop in advertising during the Depression, the volume is 40% more than when Harvey joined. Current volume in pages is 10% ahead of last year at this time. By the time the western advertisers are closed, the end of this month, it was expected that the increase for the year would be even more.

The circus spends the first half of its season in the East, the second half in the West. Eastern advertisers, such as Force cereal and Sheffield Farms milk, either are replaced by western, or by editorial material.

The great majority of the 120 advertisers in the present eastern edition, however, are national. Several—Swift & Co., General Motors trucks, Sunshine biscuits, among them—are new this year. Among the "reconverts" is Parker pen, back after being out a few years.

Size, Rates, Editorial Cooperation

The magazine runs 96 pages with cover, the same total number as last year. It is, however, really a "magazine" for the first time. The type page is 7x10. Always before it had been 6x9.

This decision, Harvey Mayer said, was more important to him even than the introduction of color last year. Otto Kleppner, president of Small, Kleppner & Sieffer agency, a life-long friend, and Ben Duffy, vice-president of BBDO, suggested it. Roland Butler added his influence.

Mr. Butler is general press agent of the circus. As such he is also a sort of general sales manager. For years he has been giving an editorial boost to the *Magazine and Daily Review*, and being somewhat of a painter, has done the last four covers. Frank Braden, one of the two "story men" under Mr. Butler, is editor of the magazine. Dexter Fellows, the other, has never had much to do with it.

The larger page did not bring a higher rate. It remained at \$2,000 a page, black and white; \$3,000 for four colors (bleed pages 15% extra). But Mr. Mayer and his friends thought three full columns to a page instead of the former "horizontal" placing of small stuff would attract more advertisers. And it did.

Cuticura is still being placed direct, but business comes from 32 agencies nationally now. Mr. Mayer takes pains to convert new agencies. Arthur Kudner, Inc., for example, is represented, with Buick. He also likes to see advertisers expand. Philco started with a half-page in black and white and is now using a spread in color. And he likes to give them miscellaneous services, such as having a photograph taken of the "tallest man in the world" holding General Electric's "largest lamp in the world." Editorial tie-ups, on occasion, also can be arranged. Swift's ham currently appears opposite an article on "Circus Day Menu."

Most of the editorial material, of course, is very circus-ey. But in the 1936 *Magazine and Daily Review* is an article by the famed Roger W. Babson, on the "Secrets of Success" which he "learned from our circus."



A page from the "Big Top's Book" re-prints a cartoon from a friendly rival medium.



Hildegarde Fillmore, beauty editor of *McCall's*, is now making weekly talks over CBS on the place of cosmetics in beauty aids—first magazine editor ever given so much network time.

Media High Spots

Makers of building materials are enjoying better business and spending more money in advertising. Newspapers, magazines and radio show greatly increased sales this year. The April issue of *Architectural Forum* carried 139 pages of advertising. C. L. Williams, vice-president of F. W. Dodge Corp., in charge of Sweet's Catalog Service division, reports that 3% more manufacturers will place 24% more pages in the four Sweet's files now closing—the best showing in the engineering and industrial fields in five years.

Melvin Gerard has joined the advertising department of *Parents' Magazine*. J. O. Emerson has taken over the sales promotion activities on the *National Sportsman* and *Hunting & Fishing*, formerly carried on by Mr. Gerard. . . . *HOME ARTS-Needlecraft* has moved from New York's Chrysler Building to larger quarters in the Graybar Building. . . . Marion Hammon, beauty editor of *Tower Magazines* for three years, has joined Macfadden Women's Group in the same capacity. . . . Loren E. Hays has been appointed national advertising manager for the four Copley Illinois newspapers.

The Dallas, Tex., *Dispatch* has appointed Gilman, Nicoll & Ruthman as national advertising representatives.

O. A. Feldon has been appointed western advertising manager of *Liberty* with headquarters in Chicago. . . . The Certified Food Trade Press group, made up of state and sectional papers which are the official publications of independent retail grocers, has adopted a 7 x 10 page size and standard rate cards conforming to 4-A requirements. Promotional work is being directed in the East by Robert Barton, formerly advertising manager of the National Biscuit Co. A definite service of merchandising help will be offered to advertisers and a group rate may be arranged later, but for the present advertisers may buy the 23 papers singly or as a group.

The Commercial Color Press, St. Louis, offers convincing proof that SALES MANAGEMENT was wrong in stating that a recent bleed page in the New York *Herald-Tribune* was a "first." This company has prepared a number of jobs for St. Louis stores which bleed on all four sides.

Radio Changes

An analysis of NBC gross revenue by industries for the first three months of the year shows that the automotive, petroleum and tobacco industries accounted for a larger share of the total than during the same period in 1935. Other gains were registered in paints, building, stationery, office equipment, schools, jewelry and machinery. Losses were shown in drug, food, laundry soaps, financial, confectionery, clothing, house furnishings, and wines and beers. . . . NBC has applied for 500,000 watts on WJZ.

Columbia is justly proud of the fact that its March billings of \$2,172,382 not

only were 18.7% higher than the same month last year, but it was the first time that one network passed the \$2,000,000 mark.

Station WWJ, the Detroit *News* radio station, has a new 5,000 watt transmitter located in new, handsome and commodious quarters at Eight Mile and Meyers Roads.

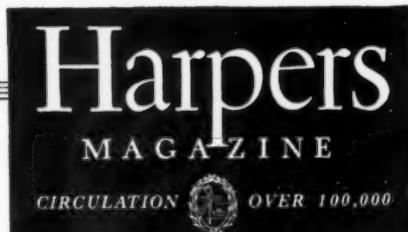
Guy C. Hamilton, general business director of the McClatchy group of newspapers and broadcasting stations, and the general management of NBC announce that the four California and one Nevada McClatchy stations will go on NBC's networks as soon as existing commitments expire. It is believed that the California stations, KFBK, KMJ, KWJ and KERN, will join up on January 1 and the Reno station on February 15. With these stations added, the total of NBC stations, including operated and managed stations, will hit the century mark.

Agency Notes

William B. Benton has resigned as chairman of the Board of Benton & Bowles, Inc., and is retiring from advertising work. . . . Lee E. Olwell, for the past three years publisher of the *New York Journal*, has become associated with Arthur Kudner, Inc. . . . E. Harold Greist, president of the Gardner-Greist Co., Chicago, has taken over the management of the Gardner Advertising Co.'s New York office, and the American Rolling Mills account will be handled from New York in the future.

N. W. Ayer & Son, Inc., announces the appointment of Lorimer B. Slocum as vice-president in charge of their Boston office, Frank L. Scott as vice-president in Detroit, Thurman L. Barnard as vice-president in charge of service in the Detroit office, and Carl J. Eastman in charge of the San Francisco office covering the West Coast.

OVER ONE HUNDRED THOUSAND STRONG



In every community and in every business there are a few outstanding men and women whose thoughts and actions influence others to act. This articulate group, over 100,000 strong, comprises the readers of *Harpers Magazine*.

Between *Harpers Magazine* and its readers is an important bond which has been building through several generations and which is maintained because *Harpers* unbiased pages move with the speed of the times.

Within this group is a great concentration of buying power. The average annual income of *Harpers* subscribers is over \$13,000. Of these subscribers, 63% have incomes of over \$5,000 and 13% have incomes of over \$20,000.

Leading advertisers are finding continually that *Harpers Magazine* provides the fastest and most economical means of reaching the buyers who hold the key to the national market.

HARPERS MAGAZINE
49 East 33rd Street, New York, N. Y.



SALES LETTERS

BY MAXWELL DROKE

A Genuine Imitation Diamond for Ye Scribe—Hot Zickerty!

Don't be surprised if, when we next meet, you find me sporting a glittering gem slightly smaller than a silver dollar. It is the generous gift of those sterling gents and hearty well-wishers, the Keystone Co., Post Office Box 7282, Philadelphia, Pa.

The first intimation I had that the Keystoneers were that way about me came in a letter which the postman deposited with nonchalance and a bill from my tailor:

"Dear Friend: (they wrote) You should find your Facsimile Diamond in the enclosed Diamond Mailer. If this letter has been tampered with, if the stone is missing or damaged, please let us know immediately so we can advise our insurance company."

Well, Kind Friends, as you can readily imagine, I turned to that Diamond Mailer with the speed of a slightly decrepit

Maxwell Droke

sloth, and what do you think—or do you? Sure enough, there, wrapped in swaddling clothes, lay the beau-tiful gem! Just as the Keystoneers said in their letter, I was indeed pleasantly thrilled by this Facsimile Diamond, blazing with electric glints from its many polished facets. I even followed the next suggestion of my generous benefactors: "To get an idea of how it would blaze forth and dazzle your friends if worn on your hand" (they artfully suggested) "grip it lightly between the knuckles of two fingers, and look at yourself in a mirror while making gestures and graceful motions with your hand, such as lighting a cigarette, fixing your hair (I skipped that one. *The less attention I call to my thinning locks, the better*), writing a note, playing cards, etc."

Ah, yes, I was thrilled—thrilled, and just a little bit puzzled. After all, what had I done to deserve such beneficence? It didn't seem quite right, somehow, to accept this valuable gift from perfect strangers. I read on:

"So beautiful a stone deserves a beautiful setting. It grows still more radiant, and looks a hundred times more expensive when mounted in an exquisitely beautiful setting that really does it justice . . ."

And the Keystone Co., it seems, had the very setting for me!

"A ring of this design gives the wearer an 'air,' 'class,' 'distinction'—call it what you will, the fact remains that its beauty never fails to attract. Girls are always attracted to men who look like 'spenders'

or good sports—and men like to be seen with a girl who has 'class' such as this ring bestows."

And what do you suppose? Because of quantity production, this setting would cost—can you believe it?—only \$4.45 (Ladies' Ring) or \$4.95 (Man's Style)! Fair enough, eh? But wait! There's better news to come.

"From these prices we'll allow you \$2." (*wrote the Keystoneers*) if you return your Facsimile Diamond to be mounted, so that the ring will cost you only \$2.45 (or \$2.95 for men) net—not another cent to pay . .

"Much as you will hate to part with your Facsimile Diamond, you'll have to return it for mounting, if you want to save \$2., but we guarantee to return exactly the same stone, mounted in your ring, within 24 hours after your order reaches us. . . . If you haven't the full price handy, send us just \$1.00, and tell us to hold one of the rings for you, or send it C.O.D. for the small balance."

So there you are! And if the postman doesn't double-cross me, I figure I'll have my ring in plenty of time for the Annual Outing of the Hoosier Hog-Callers Guild next week. Remind me to tell you how I dazzled that Kween from Kokomo!

Startling Originality in Reply to Complaining Customer

My Correspondent, being duly sworn, deposes and states that the following is a True Experience:

A certain gentleman, in the East, bought, as a "second car," one of the light Packards. The salesman who closed the deal gave him a long spiel, and promised, among other things, that the car would do between 85 and 90 miles. After delivery, the gentleman became curious to see if the claims were justified. He found a good stretch of open road and let her go. He got 84 miles an hour, but no more.

So he sat down and wrote to the Packard Motor Car Co., more in anguish than in anger. Said he wasn't complaining, but that in the interests of accuracy he felt that the record should be kept straight. He had been told that the car would do 85 or more. He could get only 84. He desired to inquire how come—and paused for a reply.

He got it—a letter signed by a high

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

official of Packard. It said:

"Don't be a damned fool and try to break your neck. Yours truly,"

"Can you imagine," my correspondent inquires, "how silly it would have sounded if some serious-minded guy at the Packard plant had tried to handle that complaint literally?"

The complaining customer? Oh, he got a great kick out of the letter. Carries it around with him everywhere he goes, and shows it to all his friends. And how he does love that Packard!

Never Mind the Sob Stuff in Expressing Condolences

There is nothing strikingly original, of course, in the idea of sending letters of condolence to customers who have suffered some unusual loss through a catastrophe. They're ticklish letters to write, however. Many correspondents err by injecting too much maudlin sympathy. This message to flood victims, sent out by the Cleveland office of Curtis 1000, Inc., strikes me as just about right in tone:

"Our salesman, Mr. M. W. Blank, tells us that you are in the locality most seriously affected by the flood. We realize there is very little help we can offer, but do wish to express our sympathy and the hope that you have not suffered too great a loss.

"If your envelope supply has been destroyed, we offer the complete facilities of our plant at Cleveland to rush supplies to you.

"A letter outlining your needs will be given emergency attention. We shall also bend every effort to see that most speedy delivery possible is made."

Danged If This Gal Can't Make My Mouth Water Turrable

She's after me again! I refer, of course, to that scintillating siren of the tall timbers, the engaging Mrs. Jean Holmes, who manages the Connors Lake Lodge, at Phillips, Wis. The latest bulletin, addressed to prospective vacationers, sets forth these alluring charms:

"There's a new family of beaver. . . . The graveling of the road out from town is completed. . . . We're going to have the riding horses we were talking about last year. . . . We're going to fix up the little white cabin so you can get an early cup of coffee if you want to fish from sun-up until the breakfast bell. . . .

"And we have the fish! We won't guarantee that they'll jump into your boat, but even this has happened! The guides claim there are prize-winners in Connors for the fisherman who's clever enough to land them. (Maybe you've heard about the one that got away! He's longer than this letter's getting to be!)

"Come on up!"

SALES MANAGEMENT

Do Income Tax Returns Measure the Value of Farm Belt Markets?

(Continued from page 710)

often keeps wealth in land which is its own safety and security for the future. Farmers feel free to spend the major part of their income for they figure that when old age comes the farm will take care of them.

John Marston, editor of the "Iowa Market Letter" published by the Des Moines Register and Tribune, ranks the value of various business indices in Iowa as follows:

Good: Insurance sales; gasoline and cigarette tax collections; bank check transactions; new car sales (a little too favorable to us); department store sales; other retail sales; farm income.

Fair: Building; electric power production (we expect much from Keokuk dam so as to throw figures off); payrolls; electric refrigerator sales; newspaper lineage, and Spendable Money Income.

Poor: Railway car loadings; steel production; rentals; income tax collections; savings bank deposits.

SALES MANAGEMENT's April 10 Survey of Spending Power placed the Iowa spendable money income for 1935 at \$1,228,875,000.

How is this great sum divided among Iowa's 2,470,939 people? Is the market dominated by any one occupational class?

Farmers Get 30-40% of Income

According to Mr. Marston, agriculture today, although Iowa's leading industry, accounts for between 30 and 40% of total income. Service and unclassified businesses and professions such as teachers, lawyers, hotel keepers, etc., rank second with 24% of the total. Third came government employes with 14.4%. Fourth are retail and wholesale merchants with 10.5%. Manufacturing is the same. Less than 10% each are: Transportation, electricity, telephone and telegraph, banking and finance, building, and mining, fishing or forestry.

Iowans' places of residences are distributed in the same way. Roughly 215,000 out of 635,000 families live on farms . . . the remainder in towns and small cities. Only 39.6% live in places of more than 2,500 people—classified in the Federal census as "urban." Des Moines, the capital and largest city in the state, has 142,000 people.

During the past 25 years Iowa's population has shifted from farm to cities. Agriculture has declined in relative importance although not in actual cash income. Reasons seem to be an increase in small manufacturing

plants, easier transportation, greater attractiveness of town life, and advancing efficiency of farm machinery which enables fewer men to produce larger crops than formerly.

The relative importance of transportation, building, banking, and retail and wholesale trade as sources of Iowa income has changed little in the past 25 years. Mining, fishing and forestry have become less important, while manufacturing, electric power, telephone and telegraph, and government have expanded.

Trade habits also have shifted. The revolution caused by hard roads and automobiles in the past ten years can hardly be appreciated unless seen.

In 1926 Iowa had but 500 miles of paved highway, most of them in the immediate vicinity of larger cities. Travel was an event. In 1936 there are over 5,000 miles and thousands of additional graveled secondary roads. More than 9 out of 19 Iowa families own automobiles; 68,955 new cars were bought last year.

Towns and cities expanded their trading orbits immensely in the past decade. The cross-roads store declined, and towns under 1,500 slumped in population. Schools consolidated, country churches dwindled, larger places gained. Because of greater selections offered in large stores, the farmer's buying habits changed from non-advertised staples to packaged brands, from durable to styled merchandise. He became more responsive to advertising because it was possible for him to choose what he wanted instead of taking what the cross-roads store offered.

Ownership 50% of Wealth

There are few extremes of either population or wealth. Relief rolls are small . . . big income tax payers rare. There are no huge cities—instead the state is composed of hundreds of small communities with the same businesses, interests, kinds of people.

Half of Iowa income is derived through ownership—of farms, small factories or businesses. Wages are of less importance . . . property and enterprise of greater. The independent farmer, small merchant, manufacturer, professional man set the thinking tone of the state. Half of Iowa income—received by more than half the people—is taken not as payroll but as independent earnings.

To sum up: Income tax returns as a market guide are very important for luxury products, but except when properly weighted with other factors are of dubious value for the everyday type of commodity or even for low-priced automobiles.

TO PREVENT POSTAGE LOSSES



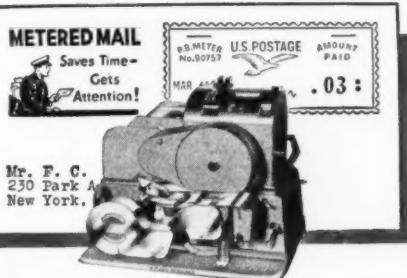
FOR EXECUTIVES ONLY

Stamps are currency. They may be used to buy merchandise and settle personal bills. They can be sold for cash—and no questions asked. The losses caused by the theft of stamps from business houses are far greater than most people believe—and this book shows the extent of the evil. It exposes the methods used to beat postage protection systems, and describes the only certain ways to stop these losses in any business.

Complete protection is made possible by the use of Metered Mail and Pitney-Bowes Postage Meter Machines. The magnitude of the resulting savings is usually a surprise to the new user—savings from 20 per cent to 30 per cent are common.

In addition to such savings, Metered Mail offers other substantial advantages. Pitney-Bowes Postage Meter Machines cut the cost of mail preparation, speed mail delivery, broadcast the mailers' progressiveness, get better results . . . and get them sooner.

The complete story of losses due to inadequate protection, and of the advantages secured where Metered Mail guards the postage account, is in the book now offered. Because of the disclosure of methods used, distribution must be strictly limited to executives who send their request, typed on business stationery, signing title as well as name.



Pitney-Bowes "Omni" Denomination Postage Meter Machine for parcel post, letters and circulars. Imprints Meter Stamps from $\frac{1}{2}$ c to \$9.99 $\frac{1}{2}$, postmarks, prints a trade mark or slogan, audits the postage account, seals envelopes. A single, split-second operation does it all.

PITNEY-BOWES
TRADE
METERED MAIL
BOWES
MAILING EQUIPMENT
Distributed by
THE POSTAGE METER COMPANY
764 Pacific Street, Stamford, Conn.
Offices in Principal Cities



Miles seem Inches Hours . . . Minutes by **AIR EXPRESS**

Super-swift, **NATION-WIDE** Air Express makes short work of vast distances. Shipments can be rushed 2,500 miles overnight—coast-to-coast, border-to-border—with next morning delivery.

- * Especially valuable for last minute shipments.
- * Day and night service.
- * Prompt pick-up and special delivery of shipments at no extra charge, door-to-door.
- * Fast, co-ordinated service between swift trains and planes.

REMEMBER, AIR EXPRESS IS NATION-WIDE

For service or information telephone any Railway Express office or write for booklet "How to Profit by Air Express" to Railway Express Agency, Inc., 230 Park Ave., N. Y.

AIR EXPRESS
DIVISION OF
RAILWAY EXPRESS AGENCY

Maybe your business needs a REAL Advertising Manager

. . . to head your advertising department, contact your agency, create sound ideas for the advancement of the business and carry them through to success.

He would bring you a rich experience of 25 years in newspaper and agency work, where he has played all the bases and pitched many a no-hit game.

He has created some of America's most productive advertising themes for national advertisers. He is considered an ace copywriter, with that sixth sense known as sales-instinct.

His personality is agreeable and he has the faculty of getting others cheerfully to produce their best—in ideas, copy, and merchandising. As liaison between advertiser and agent, he would have few equals.

This man would be no rubber-stamp advertising manager in charge of electrotypes and blotters. He is a diplomat, but no politician. His job would be to make your advertising pull like a tractor, by thinking through and around the problems of manufacturing, advertising, and merchandising.

He has valid reasons for insisting upon residence in Philadelphia, which means that the advertiser should be in Philadelphia, though that may limit the field. His figure is \$15,000, although he has earned more in agency work.

Knowing agencies intimately, he now wishes to work on the other side of the desk. You would recognize his name instantly. Write me about this man.

Managing Editor
SALES MANAGEMENT
420 Lexington Avenue, New York

Parental Appeal: Well does Edison Mazda Lamp division of General Electric know that mothers' and fathers' regard for children's health is a powerful sales approach. Thus in a current lamp window display the company employs the brush of Eugene Ivard, famous artist specializing in children, to point the moral, "So much depends on the eyes." Forbes Lithograph Co., executed the display.



This Plan Eliminates Squabbles Between Production and Sales

"**H**OW the deuce can we satisfy customers if the manufacturing department falls down on rush orders?" growls the sales force.

"Those salesmen expect us to do the impossible," complains the manufacturing department, "we can't make up orders on five minutes' notice."

Nearly all manufacturing companies are afflicted with this sort of internal friction. Not all, however, have been as successful in eliminating such just and unjust causes of dissatisfaction as have Reed & Barton, silverware makers of Taunton, Massachusetts. Every order and request between the sales and manufacturing departments of that company is routed through a Control Division. By so doing a balance has been achieved which has operated efficiently for the past three years.

Based upon anticipated sales of the company's 4,800 items, the sales department has set up a minimum and maximum stock requirement on each item. This system automatically halts production on an item when stock reaches the peak figure and starts production when the minimum figure has been reached.

The system is so arranged that production starts about six weeks in advance of the minimum point. Finished products are completed at virtually the time when the minimum figure is touched and become replacements.

Records are kept up to the minute by the stock record division, which checks incoming orders against the stock quotas. If these quotas are not moving as rapidly as they should, the sales department is notified and tries to determine the cause. Thus all items are kept moving at a planned pace.

The Control Division is able to report upon every order instantly by referring to pins on a large wallboard. Each pin designates an individual order. This board classifies products in seven divisions: Sterling flatware, plated cutlery, etc. The classifications are listed vertically at the left of the board, the remainder of the space being used to designate various departments of the plant by numbers. Pins move from one department to another on the board precisely as does the raw material move through the various stages of manufacture.

Pins indicating orders that are behind schedule are grouped in the upper right corner of the square which represents the department. These laggards are given special follow-ups by telephone to make certain that production is moving as quickly as possible. With this system, rush orders and orders of a special nature are guaranteed of scheduled delivery unless something beyond the control of the Control Division delays production.

If the sales department, for example, has made a sale and promised delivery by a certain date, it is a simple matter to check production. The sales manager, or salesman, merely telephones the Control Division where he is given an instantaneous report of the production progress.

Getting deliveries on time by means of the minimum and maximum stock control; and being able to tell the exact status of individual orders, is of tremendous assistance to the sales department. Salesmen can concentrate upon selling, without having to worry over production. The manufacturing department, also, is relieved of much uncertainty and annoyance.

Meetings are held twice a week by the heads of the Reed & Barton sales, manufacturing and control departments. Problems are here thrashed out under the guidance of the company's general manager. Close coordination is maintained, although in operation the manufacturing and sales departments do not come into actual contact; all their dealings are indirect, through the Control Division.

Reed & Barton's sales department is separated into two divisions. One sells to hotels, steamship lines and similar institutions; the other sells to retailers. For 111 years the firm has followed the policy of selling directly to retailers. At present its customers include retail jewelers and seven department stores.

New Additions to the Business Book Shelf

Administrative Proficiency in Business. By Erwin Haskell Schell. Published by the McGraw-Hill Book Co., New York. Price \$2.50.

The American Marketing Journal. Published by the American Marketing Society, New York City. Price \$2.

How to Write Better Business Letters. By Earle A. Buckley. Published by McGraw-Hill Book Co., New York. Price \$2.

How to Protect Business Ideas. By William H. Leahy. Published by Harper & Brothers, New York. Price \$2.50.

Advertising for Immediate Sales. By John Caples. Published by Harper & Brothers, New York. Price \$3.

Successful Direct-Mail Methods. By John K. Crippen. Published by the McGraw-Hill Book Co., New York. Price \$3.50.

Knack of Selling More. By Burton Bigelow. 3 volumes—\$4. Vol. I—Planning for More Sales—\$1.50; Vol. II—Telling the Sales Story—\$1.50; Vol. III—Handling Objections and Closing More Sales—\$2. Published by the McGraw-Hill Book Co., New York.

Graphic Methods for Presenting Business Statistics. By John R. Riggleman. Published by the McGraw-Hill Book Co., New York. Price \$2.50.

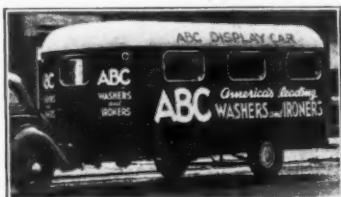
Statistics for Students of Psychology and Education. By Sorenson. Published by the McGraw-Hill Book Co., New York. Price \$3.50.

Kroger Appoints New Officers

Kroger Grocery and Baking Co. advances Stephen A. Douglas to the post of director of sales promotion. He has held the general management of meat sales since 1931. Before joining Kroger he was s.m. for Swift & Co. W. Mason Smith has been appointed assistant general manager of operations. He was formerly assistant secretary of the National Association of Cost Accountants, and also served with James O. McKinsey and Co., management engineers.

MAY 1, 1936

At the Point of Sale - - -



Join the ranks of modern merchandisers who speed their sales with SCHEL BRO Sales Coaches. Give your sales force the tremendous advantage of having your product "On the spot." Let them go after their prospects armed with the latest, most effective merchandising aid and watch their "sales per prospect" mount! The SCHEL BRO Sales-Coach—plus your ideas—plus your present merchandising staff will put your business out in front. Past performance PROVES it! Its possibilities are unlimited. Complete details gladly supplied.

Schelm Brothers, Inc.

Established 1904

Dept. 4

Peoria, Ill.

Compare BEFORE You Buy!



16 MM. UNIVERSAL SOUND PROJECTOR



has everything. Here at last is the all purpose machine . . . ideal for a small group and equally efficient for auditorium gatherings up to 2000. Simple in operation for amateur use yet built with a precision and sturdiness that means years of satisfactory service. It's easy on films, too.

Try a UNIVERSAL side by side with any machine on the market. You owe this test to yourself before making a decision.

SEES ALL—PLAYS ALL
UNIVERSAL
Write for prices and complete information.
UNIVERSAL SOUND SYSTEM, Inc.

Manufacturers of 16mm.—35mm.
Sound Projectors
Factory & General Offices
Allegheny Ave. at Tenth St.
Philadelphia, Pa.
30 E. 8th St., Paramount Bldg.,
Chicago, Ill. New York City

"MICHIGAN'S OTHER DETROIT" IS CALLING . . . AND A LOT OF ADVERTISERS ARE TALKING, TOO!



"Michigan's Other Detroit" . . . that active, responsive, central portion of the state . . . with a population equal to that of another metropolitan Detroit . . . is calling leading newspaper advertisers as never before in recent years! Payrolls are up. Dealer sales are up. Dealer inventories are down. "Michigan's Other Detroit" is working and spending in a way that gives it a big plus rating on sales maps everywhere.

Support your dealers in this busy, prosperous territory . . . with a Booth Newspaper's schedule. The stakes are high. The cost is low. There is only one way to cover this major market . . . and that is with **BOOTH NEWSPAPERS!**

Write for this New Data Book

Very little small print, and not too many statistics. You'll find it an interesting presentation of a desirable market . . . and the one and only way of covering it.

NEW YORK OFFICE:
I. A. Klein, 50 East 42nd Street

CHICAGO OFFICE:
John E. Lutz, 180 North Michigan Avenue



Anchors aweigh..

Full speed ahead!

That's what happens when the men learn that a Furness-Bermuda trip is the prize in a sales contest! For winning Blue Ribbons, it makes old-fashioned cash awards look like water-logged derelicts.

It's full speed ahead with record sales when the port is the sunny isles of Bermuda and the ship is the "Monarch" or the "Queen." Navigation is not guess work, and neither is this prediction—it's based on facts.

Some of the largest business organizations in the country have endorsed Furness-Bermuda trips as the best means of getting up sales steam. And we know that we can help you do the same.

Let our Convention Department furnish you with contest plans, broadsides, portfolios . . . show you how your organization can go full speed ahead to new sales records!

* * *

The "Monarch of Bermuda" and the "Queen of Bermuda" are transatlantic-size vessels, "pleasure-planned" throughout. Every stateroom with private bath or shower. Ship-to-shore phones. \$250,000 dance decks. Tiled swimming pools. Large sports decks. Unsurpassed entertainment.

For further information write now to the Convention Department, Furness Bermuda Line, 34 Whitehall St., New York, or 180 N. Michigan Ave., Chicago.

What Happened When We Lost 40% of Our Sales Volume

(Continued from page 681)

ommend half a dozen good connections immediately, and our district sales manager can get a satisfactory connection at that point for us in half the time he would need without trade magazine assistance."

To maintain volume, as well as to conquer a widespread market, Morten Milling Co. has brought to the ancient business of flour and meal selling new specialty methods.

"Introduction of these methods is the biggest change in our business in the past 15 years," said Mr. Cowan. "I was an insurance salesman before I entered the milling field, and have found the principles I learned in selling insurance fundamental in selling of mill products.

"Formerly we sold our jobbers flour, and it was their job to sell it. Now it is also our job. In certain spots in Texas where we have found territory weaknesses, we have sent women demonstrators from house to house. This contact with the housewife apparently flattered prospective consumers. It has definitely increased our sales in weak spots. If a jobber's sales begin to wane, we make a special effort to get the grocers' lists of housewives in his territory, and send our demonstrators around to do house-to-house work.

"Stunts" Prove Potent

"One year we equipped our radio entertainers, known as Morten's Merry Millers, with a four-speaker Pierce Arrow sedan and white uniforms suggesting a miller costume. We used this set-up to acquire new accounts. When a merchant took on our products, we entertained his clientele at a specified time with our act. In one oil field city, we opened 52 new accounts in two days.

"Still other specialty methods which have given life to our selling include tie-ups with newspaper cooking schools which, at one time, our company did not bother to sanction. We continue to go into them at present, however, because we do feel an increase at least while they are current.

"Further, we find circularizing by mail a new retailer's housewife list especially effective. Contests, as a rule, clog our business because they simply stock customers up.

"It is probably our specialized train-

ing of salesmen that has been the biggest single factor in getting our present results."

Harold Hamlin, general sales manager, told SM that much of the Morten training is devoted to senior salesmen, rather than to the new or junior salesmen.

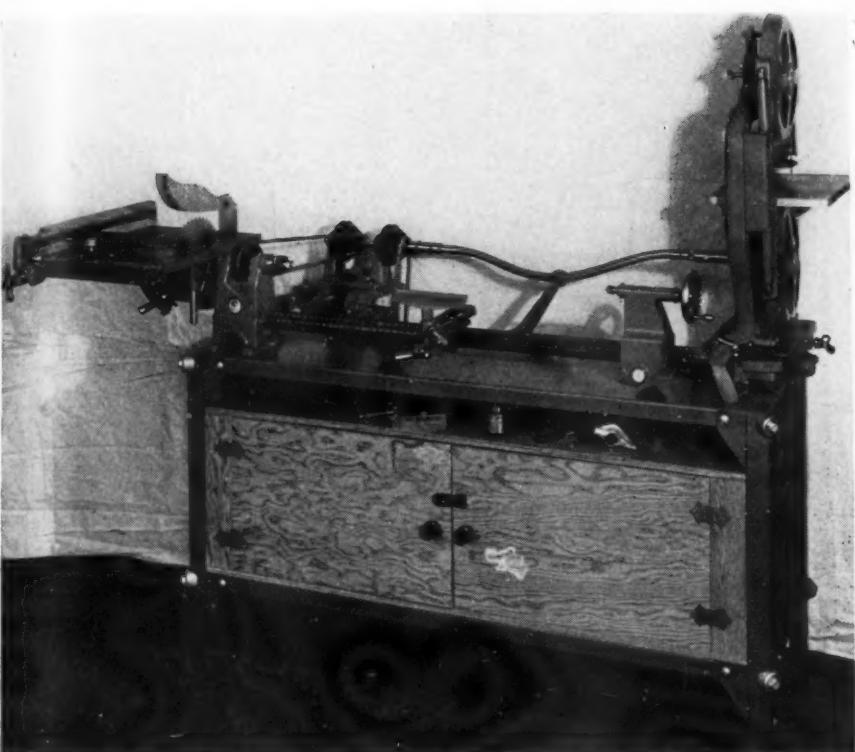
"We train new salesmen, of course," Mr. Hamlin said, "the reasons for doing so are obvious, but we find it worth while to keep teaching senior salesmen who grow more profitable to us as they learn more details about organizing and planning their routine. Few salesmen know how to organize their work. Too, continual training of a senior salesman gives a sales manager opportunity to study his possibilities for branch house management or other executive positions.

"Our Coaching Never Ends"

"Our salesmen are asked to write us what they have learned each month. Ambitious representatives welcome this opportunity because they wish to impress us with their alert attitudes. Our supervisor avoids the know-all viewpoint, but studies the mistakes of representatives in order that each man may know what we consider wrong with his selling, and so may, as an individual, be able to note his own progress.

"We insist that our supervisor decide whether the representative is awkward in opening his interview, whether he is allowing his customers to get him into arguments, whether he does too much talking . . . whether his selling points are well presented . . . whether he is too familiar with his customers . . . whether he is afraid of customers . . . whether he considers rebuffs and criticisms personal . . . whether he feels sufficiently that he is a Morten Milling Co. representative in his territory . . . whether he makes use of his catalogs to best advantage . . . whether he knows how tactfully to handle the customer who wants a 'deal.' Our coaching never ends.

"Often, we send our chief chemist out with our representatives from the sales department. He gives the bakers new formulas, teaches them how to make new kinds of bread. Still another help to each sales representative are the monthly trade journals we send



Add-A-Tool Workshop: Walker-Turner Co. goes after a bigger share of the expanding market for home workshop equipment with this addition to the Driver line of tools. It enables a buyer to build up his "workshop" to suit himself, beginning with a basic \$39.95 unit containing a lathe bed, adding Units B to K—each of which is complete for a certain kind of work—as he chooses. In the complete "workshop" there are 38 zinc die castings. Power is transmitted by flexible shaft to whatever tools are mounted on the tail end of the bench. Add-A-Tool is distributed through jobbers to dealers nationally.

him for study in order that he will be in an informative position when his customers need advice.

"In our annual or semi-annual sales meetings we attempt to dress up old sales arguments in new clothes. We call in our advertising manager and have him present our advertising program for the approaching months. Incidentally, it is good, we have found, to hold a separate junior sales meeting because the junior salesmen are sometimes too timid in speaking up with old heads sitting around. Besides, the responsibilities of the two groups of salesmen are somewhat different. Our junior salesmen do resale work while our senior salesmen 'pave the way.'"

Such is the dragnet of a southwestern mill that bought not a column inch nor a spot announcement for 25 years, but which now has saddled the "wild bronc" advertising, fed with specialty merchandising methods, and is riding northward with a saddle kit full of "makin's" for southwest biscuits and corn-pone.

Edison GE Aims at Men

To win the support of men to Calrod electric ranges, Edison General Electric Appliance Co. launches a magazine campaign on "It can take it" theme. Maxon, Inc., is in charge.

MAY 1, 1936

Case Histories

of Market Research

We have made a collection of eleven actual examples of market research, as used by leading companies, in various lines of business.

The names of the companies are given; also a statement of their problems, how they approached them, and what results were obtained.

To business men, using their letterheads, we shall be glad to send this set of case histories, free of charge.

Big Summer Ahead for Radio Sets and Tubes

Two political conventions, volumes of hot candidates' speeches, an internationalistic brawl by Schmeling and Louis, a ticklish world situation and the Olympic Games are expected to boost radio set sales more than 20% and double tube sales beginning early this Summer.

As a result makers of receivers are all bringing out new models in June instead of August—most of them with sound reproduction improvements that make loud speakers noticeably better, and with automatic tuning devices that spot stations with new exactness.

Company sales conventions are to be held in May instead of July. Advertising and promotion schedules have been stepped up materially—RCA will triple its June, July and August space and promotional activities—and dealers and service men throughout the nation look for the biggest Summer's business since 1928.

Dr. O. H. Caldwell, editor of *Radio Today*, and Ray V. Sutliffe, editor of *Radio Retailing*, veteran observers in the industry, both tell SM that selling activities this Summer should far exceed normal. Election excitement is expected to carry the market upturn well into the Fall.

Write to

Market Research, the only magazine devoted exclusively to this important new phase of business. Its address is Rockefeller Center, New York.

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CLAUDE H. BENNETT, General Manager



Shaw-Walker Uses Big Book to Sell 8,000 Items

(Continued from page 686)

in evening sales meetings at the home and district offices—in front of that most critical of all groups, their own buddies—with, in some of the offices, a five-dollar hat for the best performance. The Buyer's Guide is a big book and to make it the friend of a prospect requires skillful touching upon the right pages, and not too many of them.

With the standard talk well in mind a salesman goes out, confident of his stuff, and does it in his own way, minus anything that sounds parrotish. It becomes *his* story. He misses no important points. He is hard to knock off his stride by hard-boiled questions. And his talk may lead right into a spot sale at the close.

Shaw-Walker feels that it has put a pretty good salesman into 40,000 offices to stay. It feels that, from now on, it will be better represented everywhere 365 days a year; that more business will come in over the transom; that the production of business by its live selling staff will rise.

How Osteo-Path-Ik Shoes Crashed Department Stores

(Continued from page 673)

terly. They had the shoe but they didn't know how to sell it.

"Allen Edmonds manufactured for years and all it had was small outlying stores and an office-to-office business. The break came when we sold Maurice L. Rothschild on the idea that we had something merchantable and knew how to demonstrate the worth of the product. Demonstrations and advertising put our shoes over."

All of which may prove the point that you may make a better shoe in the depths of Belgium, Wis., up near the forest country, but the world will not beat a pathway to your door. You've got to get out and sell.

Three-Year Gas Campaign Will Cost \$1,500,000

Many of the gas companies of the nation, acting through the American Gas Association, have planned an advertising and promotional campaign to start at once and run three years. The companies have pledged \$500,000 a year, each company contributing in proportion to the number of meters on its lines. Advertising directed by McCann-Erickson, Inc., will be nationwide, supplemented by aggressive local newspaper campaigns by participating companies. The industry hopes to stimulate all uses of gas, following a 10% rise in commercial and industrial consumption during 1935.

SALES MANAGEMENT

Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

N. Y. Sun's "Valuable Data" Paints That Market in Detail

Every year advertisers and agencies concerned with the advertising and marketing facts of New York, the world's greatest market, look forward to the latest breakdowns available on this complex subject as presented by the *New York Sun*. The eighth annual study has just been issued, complete to the last detail this year as heretofore. "Valuable Data" is published with attractive board covers, spiral bound, and gives its data in four parts: (1) Advertising a complete record of the volume of advertising published by each New York newspaper in each classification; (2) Circulation, details and descriptive data for each newspaper; (3) Editorial Contents of the *Sun*, the features, columns, and writers; (4) The Market, its sales opportunities and its advantages for advertisers. Details of population, retail sales, owned and rented homes, and income for all the counties making up the New York 50-mile trading area are given, as in previous issues. A study which has been issued as consistently and in such detail as this one scarcely needs introduction—but if any subscribers of SM who operate in this market have not previously secured and used this volume, we recommend it without reservation. Requests to Edwin S. Friendly, the *New York Sun*, 280 Broadway, New York City.

Rubber's History and Uses Make a Colorful Story

From the playing fields of Montezuma in Mexico City, back in 1519, to the pavements of the world and the realms of the air in 1936, the history of rubber is one of the most fascinating stories of science and industry. It has a bearing on countless products and processes in common use today, which is the reason the "Annals of Rubber," recently published by *India Rubber World*, is here cited. It chronicles year by year the important developments in the evolution of rubber, from the crude rubber ball of the Aztecs and the Haitians, which was "lighter and bounced better than the wind-balls of Castile," to the modern low pressure balloon tires. Of particular interest is the development of rubber or rubber-coated footwear and clothing. And, as is common knowledge, the recent processing of synthetic rubber, superior in many respects to natural rubber. *India Rubber World*, established in 1889, was the first trade publication established in the United States devoted to the rubber industry, shortly after *The India Rubber Journal*, London, 1884, and *Gummi-Zei-*

tung, Berlin, 1886. Copies of this interesting chronological study available on request to Britt Wilson, *India Rubber World*, 420 Lexington Ave., New York City. N.B.: Yes, golf balls are shown as originating in 1871, long before the cushion rubber heel, 1897.

Brand Preference Surveys

Two excellent brand preference surveys in the food and drug products fields have recently been completed in Syracuse and New Bedford. One thousand house-to-house calls in Syracuse, plus 470 questionnaires secured through club meetings, are summarized, with a supplementary check made among the trade for verification as to actual sales, in a condensed report available through Thomas E. Kelly, radio station *WSYR*, Syracuse, N. Y. . . . In New Bedford (Mass.) 1,689 questionnaires secured through a cooking school give a pantry shelf rating for 199 food and grocery products, and 29 drug and toilet products. They represent coverage of 3% of families. Available on request to J. M. Ryder, New Bedford *Standard-Times & Mercury*.

Miscellany

California, as you may know, is engaged in a most interesting and resultful sales campaign, persuading tourists not only to come to California, but to stay longer than they may have intended, visit more of the wonders of that playground, and spend more money there than might otherwise be the case. This column is not concerned with increasing this tourist flow, but it does consider as well worth comment the latest touring map issued by the All-Year Club of Southern California and the Californians, Inc., of San Francisco. It is assuredly unique among all travel promotion literature in respect to visualizing accurately the topographic and scenic details of so large an area. Surely there is a hint or two here for advertisers who have alluring products and competition. A California trip from any part of this country runs into real

money—and this literature is well designed to start loosening purse-strings. Better get a copy, addressing Don Thomas, managing director, The All-Year Club of Southern California, 629 South Hill St., Los Angeles.

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POSITION WANTED

YOUNG MAN, AT PRESENT NATIONAL advertising manager of newspaper desires position in advertising, sales promotion or sales department of manufacturer. Present opportunities limited and wishes chance to demonstrate ability secured from nine years' newspaper experience in sales promotion and merchandising. Proven record and best references. Box 467, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

HELP WANTED

EXPERIENCED MERCHANDISING AND SALES Promotion Executive. Must have good record of past performances. Splendid opportunity for right man. Write fully of experiences and references. State age. Salary expected. Box 466, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.



GIBBONS KNOWS CANADA





Sales Management

BY RAY BILL

ARE SALESMEN FADING OUT? A much discussed and much-quoted article, called "Twilight of the Gods of the Sample Case," appeared in the New York *Times* Magazine on April 19. The author draws the conclusion that whatever the late Depression has done or failed to do to the farmer, at least it has contributed something to the social security of the farmer's daughter. No jokes, says the author, are now being coined at the expense of the traveling salesman and his situation today is more of a subject for tears.

It is true that "the traveling salesman" has passed out—meaning the old-time drummer, the man with the fancy vest and the cigar cocked at an angle.

But certainly this does not mean there is no future in selling or that the sales representative is passing out of the picture. Wholesalers, after a period of declining business, are definitely coming back—with salesmen. Salesmen are not conspicuous on the railroad trains these days, but that is more attributable to changing methods of transportation and to a change in the type of salesman who makes a success than it is to a decrease in actual numbers on the road. The numbers traveling on railroads will doubtless show a big increase after June this year when the new, lowered railroad rates go into effect.

Lines where the number of salesmen definitely have diminished are staples used by chains and department stores and fashion items which can be bought more advantageously through resident buyers or by the merchant making trips to style centers.

But the number of salesmen selling specialty items or doing indirect selling in service or investigating capacities is definitely increasing, although not yet back at pre-Depression levels. Inquiries made among SM subscribers indicate that the number of salesmen now on the road is at least 20% higher than two years ago and the majority will augment their forces during the last half of 1936.

If you have a son who is thinking of selling as a career or an ambitious stock clerk who hankers for the road, assure him that the art of selling is still young, that selling supplies quicker rewards for efficiency than almost any other profession, and that the business world—and the nation in general—needs good salesmen today more than at any time in a generation. For this is still a buyer's market—and the buyer doesn't exist who cannot get useful help from the right type of salesman.

Selling isn't passing out; only a certain type of salesman.

SALES TAX DATA: These days one hears much talk about taxes and particularly the size and kind of each individual tax. SM feels no inspiration to jump into the tax arena while the Dempseys, Tunneys and Joe Louises of tax fame are struggling to be champion. But we cannot escape feeling, when political and other smoke clears up, that taxes of the future must correlate better with what experience proves to be a sound basis for successful selling.

We suspect, whether or not sales taxes are wholly popular with seekers of public office via the ballot, or with the great mass of consumers, the future trend will be toward increasing the number of items subject to sales tax. In the public interest, it will be found, too, that the percentage of sales tax on certain items is now too high. As more factual data come to light, there will be increasing public, business and governmental realization that widespread, small-scale sales taxes interfere least with the total volume of consumption (and therefore the total volume of employment)—also that sales taxes constitute the most painless method of causing the masses to stand that part of the cost of government which inevitably the masses must sooner or later shoulder.

Wherefore, we recommend that some public or private research body, endowed with the necessary working capital, undertake a nationwide survey exclusively devoted to the sales tax as it has been put into practice up to this time. This survey should be sufficiently simple in form to assure a maximum of individual and composite diagnoses by sales executives.

An important company official recently returned from a trans-continental trip. He made an inventory of the various forms of sales tax he encountered. Even such a casual study reveals tremendous variation of the items subject to sales tax, the amount of tax and the different units (such as city, state and nation) which are employing them. This one man's observations also clearly presage that a sales manager engaged in national distribution will find he is facing a problem of steadily increasing importance in treating with sales taxes of variegated hue and type. Hence the need for an authentic, easy-to-grasp survey which will lead not only to *national* understanding on the part of sales executives but also to bringing their very important influence to bear on a problem which is of vastly more *economic* than political importance to the people and business of the nation.